



2018 Moving to Work Plan

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TABLE OF CONTENTS

I

2018 MOVING TO WORK PLAN	I
SECTION I: INTRODUCTION AND OVERVIEW	1
SECTION II: GENERAL THA OPERATING INFORMATION	13
SECTION III: PROPOSED MTW ACTIVITIES	26
<i>THA HAS NO NEW ACTIVITIES TO PROPOSE FOR 2018.</i>	27
SECTION IV: APPROVED MTW ACTIVITIES	28
SECTION V: SOURCES AND USES	62
SECTION VI: ADMINISTRATIVE	67
VI.A: BOARD RESOLUTION AND CERTIFICATION OF COMPLIANCE	68
APPENDICES	83
APPENDIX A: LETTER OF CONSISTENCY	84

APPENDIX B: LOCAL ASSET MANAGEMENT PLAN

85

APPENDIX C: BOARD RESOLUTION TO AMEND 2018 MTW PLAN

100



SECTION I: INTRODUCTION AND OVERVIEW

In 2018, THA will continue to take an active role in its long-term vision for its city. THA's Board of Commissioner has stated this vision clearly:

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

THA acknowledges that such a future is not pending, or presently plausible. This makes THA's mission that much more urgent. THA's Board of Commissioners has also stated that mission clearly:

“ 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, prosperous, attractive and just. ”

THA's Moving to Work (MTW) designation is essential to this effort. MTW status does not give THA more funding from HUD. Instead, and critically, MTW status makes the funding more flexible. It allows THA to design its programs to better serve Tacoma's community in ways that best account for Tacoma's local needs and markets as THA and its community judge them to be.

THA's vision and mission align completely with the three MTW statutory objectives:

1. Increase housing choices for low-income families
2. Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that help people obtain employment and become economically self-sufficient
3. Reduce cost and achieve greater cost effectiveness in federal expenditures

THA looks forward to determining effective uses of MTW authority for these purposes.

LONG and SHORT TERM GOALS

In 2018, THA will face challenges that have been slowly approaching for a while and are now arriving with a dramatic and harmful effect on the people and City that THA serves. Two challenges stand out. **First**, Tacoma's housing market is rapidly becoming unaffordable to an increasing portion of Tacoma residents and even more out of reach for low-income families. Tacoma faces not only record high rents but also record low vacancy rates. As a result, THA's housing vouchers are not working in growing parts of the city. This happens in part because the vouchers cannot keep up with the rising rents. It also happens because landlords are able to be much choosier. Voucher households cannot compete with other households with stronger credit or rental histories. THA renters are also competing with displaced Seattle renters with higher incomes and fewer barriers. Another result is that Tacoma neighborhoods are gentrifying. The City must anticipate that in 15 years their only affordable housing will be what THA and others are able to build or buy now. The **second** challenge arises from the flat lining or decrease in federal resources for affordable housing. Combined, these challenges limit THA's ability to serve households that need housing in Tacoma

Amid these challenges, THA is fortunate, and grateful, for its MTW flexibility. The MTW program allows THA to respond creatively to local Tacoma conditions and to make the most of THA's resources. With the agency vision and mission and HUD's MTW statutory objectives in mind, THA presents its plan for addressing these challenges in 2018.

THA's Board has chosen the agency's seven strategic objectives, each with performance measures, that will guide the agency through the coming years. These strategic objectives show on the following pages. Listed below each strategic objective are the strategies THA has chosen to fulfill the objective.

In general, these strategic choices have THA provide high quality housing and supportive services to people in need, with a focus on the neediest. THA will seek to do this in ways that also get two other things done. **First**, it seeks to help people who can work to succeed, not just as tenants but also, as THA's vision statement and strategic objectives contemplate, as "parents, students, wage earners and builders of assets". It wants their time on its housing programs to be transforming in these ways and temporary. It wants this certainly for grownups but emphatically for children because it does not wish them to need its housing when they grow up. **Second**, THA seeks to help the City of Tacoma develop and to help ensure that when the city does develop it does so equitably. It seeks this so that Tacoma becomes a place that households of all incomes, races, needs and compositions experience that, as THA's mission statement contemplates, is "safe, vibrant, prosperous, attractive, and just." The following seven strategic objectives and strategies are ambitious. THA will require all the tools within reach, including its MTW flexibility.

1. Housing and Supportive Services

THA will provide high quality housing, rental assistance and supportive services. Its supportive services will help people 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.

To meet this objective THA will:

- Strive to increase the number of households and persons receiving THA housing or rental assistance.
- Maintain an economic, racial, ethnic, language, age and differed abilities diversity that is reflective of our community.
- Provide the support and incentives necessary to help households to increase their household incomes.
- Help households get banked and build assets.
- Monitor the educational outcomes of students in our programs and provide interventions where necessary to help students succeed.
- Connect adult customers with education and employment services.
- Help households successfully exit THA's housing programs.
- Assess households on a scale of "in-crisis" to "thriving" and provide the services and referrals necessary to help households move to self-sufficiency.
- Regularly assess our service investments to ensure customers are satisfied and that the investments are offering the outcomes we hope for our customers.

2. Housing and Real Estate Development

THA will efficiently develop housing and properties that serve primarily families and individuals unable to find affordable and supporting housing they need. Its work will serve to promote the community's development. Its properties will be financially sustainable, environmentally innovative, and attractive.

To meet this objective, THA will:

- Increase the number and type of THA units.
- Improve the quality of housing that THA owns and manages.
- Increase the life-span of the units within THA's portfolio.
- Continue to develop and rehabilitate housing that is of award-winning quality.
- Improve the cost effectiveness of THA's development function.

- Assist in the development of affordable housing by other organizations.
- Reduce the amount of THA dollars in each development and increase the amount of private and public investments.
- Develop healthy and vibrant communities as measured by their incorporation of art and the walkability to community assets such as parks, schools, grocery stores, public transit and other community amenities promoting health.

3. Property Management

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

To meet this objective, THA will:

- Lower its per unit per year operating costs.
- Increase its rent collection.
- Improve each property's cash flow.
- Maintain high quality properties.
- Schedule and complete capital repairs on a regular schedule.
- Maintain a high level of customer satisfaction as judged by customer surveys.
- Consult with customers in advance of any policy changes 100% of the time.

4. Financially Sustainable Operations

THA seeks to be more financially sustaining.

To meet this objective, THA will:

- Achieve an agency-wide operating surplus.
- Maintain minimum and maximum restricted and unrestricted reserves.
- Achieve a 1.15 debt-service ratio.
- Increase the value of THA's land and properties.
- Increase and diversify its income.

5. Environmental Responsibility

THA will develop and operate its properties in a way that preserves and protects natural resources.

To meet this objective, THA will:

- Develop environmentally responsible properties.
- Develop communities that incorporate creativity and healthy place making.
- Reduce energy and resource consumption.
- Reduce the use of greenhouse emitting products.

6. Advocacy and Public Education

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

To meet this objective, THA will:

- Strive to maintain a positive public regard for THA.
- Lend staff to serve as effective members of community advisory panels.
- Be an effective advocate for the value of its work and the people it serves.

7. Administration

THA will have excellent administrative systems. Its staff will have skills that make THA highly efficient and effective in the customer service it provides to the public and among its departments. It will provide a workplace that attracts, develops and retains motivated and talented employees.

To meet this objective, THA will:

- Improve its operating efficiency.

- Lower its administrative costs per household served.
- Increase the number of households served per full time employee (FTE).
- Decrease the average amount spent on community service per client outcome.
- Increase its employee engagement scores.
- Decrease its staff turnover.
- Maintain positive audit results.

Embedded within these objectives and strategies are tradeoffs that are unavoidable in the face of flat funding, increasing need and tightening rental markets. For example, a dollar spent on increased rental assistance or supportive services means serving fewer households, less support for leased housing and its tenants or weaker administration and customer service. THA can feel very confident about its judgment and the tradeoffs they denote. Yet some of them, like limits on rental assistance or increases, may not be occasions to celebrate. We may not have made some of those choices if Tacoma did not face an affordable housing crisis or if THA was flush with resources to meet it. Yet THA, in consultation with our community, will make these choices with the market we face and the resources we have. Within those constraints, THA feels proud and excited about these objectives and the path they set for its work and its city. MTW flexibility makes this work adaptable and innovative and helps give meaning to each of THA's seven strategic objectives.

Here are some examples of how THA has used and plans to use its MTW flexibility in order to meet these objectives:

Housing and Supportive Services: THA has modified its rent structure for its Housing Opportunity Program (HOP). Its flat subsidy removes the disincentive to increase earned income. It makes it easier to administer and explain. It also lowers program costs. The savings allow THA to serve more families and to invest in supportive services that households need to succeed as “tenants, parents, students, wage earners and builders of assets.”

THA has used MTW dollars and flexibility to fund its innovative Education Project. Among its initiatives is a program that has stabilized an elementary school that had ruinous transient rates among its students because of family homelessness. THA has extended this program model to house homeless community college students and their families during their enrollment as long as they make adequate academic progress toward a degree.

THA has modified its Family Self-Sufficiency program to build escrow accounts for customers as they achieve tangible, individual goals rather than through extremely complicated calculation worksheets that few people could understand and that took a lot of staff to explain and administer.

THA has also been able to invest federal dollars in non-traditional rental assistance programs that serve homeless households with children, homeless youth without families, and families who need housing to prevent or shorten their children's foster care placements.

Plans for 2018

THA will focus on maintaining and increasing utilization on its rental assistance programs. The Tacoma rental market is changing rapidly and it is becoming increasingly difficult for households to maintain their current tenancy and find new units due to rising rents and shrinking vacancy rates. THA will hire a new Landlord Liaison to assist THA's participants and landlords. THA will also consider increasing its security deposit assistance program and deploying new landlord incentive programs.

THA will expand its innovative Elementary School Housing Assistance Program to other elementary schools in Tacoma with ruinous student transient rates because of family homelessness. It will expand its College Housing Assistance Program (CHAP) from 25 rental subsidies to 150 subsidies by the end of 2018. This program will also be expanded to serve not just homeless Tacoma Community College (TCC) students but also students who begin their TCC coursework while they are in prison. When they get out of prison they come to campus to continue their studies. Many of them are also mothers reuniting with children. Their housing problems are much more challenging.

THA will continue to invest in the Pierce County homeless system for families and young adults. THA will continue its \$1.288 million investment and will expand the use of funds to include all types of housing, not just rapid rehousing.

Real Estate Development: THA is able to invest MTW dollars to build or buy new housing. Over the next five years, THA plans to add an average of 70 new housing units per year. This investment is important especially as Tacoma's rental market becomes less and less affordable making vouchers less and less effective. This investment also allows THA to (i) bring affordable housing to higher opportunity parts of the market that would be or are becoming unaffordable or inaccessible even with a voucher; (ii) invest in depressed parts of the market that need the investment and embolden others to invest.

Plans for 2018

THA will partner with Community Youth Services (CYS) to develop a service-enriched campus providing homeless youth without families and homeless young adults with short and long-term housing and high quality, empowering and supportive services. These services will include professional trauma-informed case management services, independent living skills training, and job training. The campus will include the following elements:

- A Crisis Residential Center (CRC) for homeless youth aged 12 to 17 years, with 12 beds for short-term stays. The CRC offers youth a safe, supervised, and nurturing place to stay while skilled case managers work to arrange a safe place to live. This may be back with family, to relatives, to a new family, or to foster care. CYS's CRC in Olympia, WA has a 95% rate of successful discharge to a safe new residence. We anticipate that the CRC at Arlington Drive will serve 400-500 Pierce County youth every year.
- 40 to 50 units of rental housing for young adults ages 18 to 24 years, with focused support services to address their behavioral and physical health needs and to help them complete their education, get a skill, find a job and begin a meaningful adulthood.
- High quality supportive services that emphasize social community activities, diversity, equity, and social enterprise.
- A design that will be a thoughtful, lovely addition to the neighborhood, with a tree canopy.

THA will complete Hilltop Master Planning to inform THA's investments in a neighborhood that is becoming increasingly unaffordable.

Acquire and develop housing units in Tacoma's West End neighborhood near Tacoma Community College where housing has become unaffordable and unavailable to THA's voucher participants and to TCC students generally.

Redevelop THA's 1800 Block of the property formerly known as Hillside Terrace. This is the third phase of the new Bay Terrace development and will hold up to 80 units developed with low income housing tax credits and other financing sources.

Develop Hilltop Lofts. This property will have up to 60 units of workforce housing, developed with low income housing tax credits.

Acquire existing housing in the market to preserve affordable housing to households earning up to 80% of the area median income (AMI).

Property Management: THA has used MTW dollars to maintain its public housing portfolio. This investment is also critical. That portfolio is valuable. It serves THA's neediest households, including those who would not do well in the private rental market even with a voucher, such as disabled persons, seniors, households coming from trauma and those who do not speak English. THA and its talented and multi-

lingual staff are very good landlords to such tenants. This use of MTW dollars is also how THA can bring investments to neighborhoods that need it and to spur their development in ways that benefit all their residents.

Plans for 2018

THA will complete its portfolio-wide Rental Assistance Demonstration (RAD) conversion by converting the Salishan and Hillside Terrace portfolios to RAD financing.

THA will embark on life after its RAD conversion at THA's remaining properties. This life will include streamlining the processes to meet various funder and investor requirements and providing high quality supportive services to our tenants.

Financially Sustainable Operations: The addition of affordable housing units to the portfolio will increase the agency assets. It will also add new income streams to the agency.

Plans for 2018

THA will complete its portfolio-wide Rental Assistance Demonstration (RAD) conversion by converting the Salishan and Hillside Terrace portfolios to RAD financing.

With the acquisition of additional units in Tacoma's West End, THA will have additional unsubsidized rental income to help offset the cost of operations.

Environmental Responsibility: THA achieved Certified LEED Gold in the Bay Terrace Phase I development that we developed using MTW dollars.

Plans for 2018

THA will deploy a document imaging/management program to allow THA to begin moving to paperless operations.

Advocacy: MTW has allowed THA to develop and test new ideas using its federal flexibility. These programs have added value to the Tacoma community and benefitted the customers we serve. We have been able to share these experiences with a wide national audience.

Plans for 2018

THA will partner with Forterra and University of Washington-Tacoma to renew the advocacy effort with the city council for effective affordable housing policies. These policies include: (i) a local housing trust fund, (ii) inclusionary and incentive zoning to require in some cases and entice in others the inclusion of affordable housing in a market rate development. (iii) a contingent loan program to lower borrowing costs for affordable housing development.

THA continues to be available as a source of data and advice to city, county, state and national policy makers on housing, community development and related topics.

Staff will continue to present at local and national conferences about its work and the benefits of MTW.

Administration: THA has greatly simplified how it verifies household income and assets for the purpose of calculating rent.

Plans for 2018

THA will deploy continue to deploy a new, self-developed software system on the Salesforce platform to manage the bulk of THA operations. This system should make program administration, data monitoring and reporting, staff onboarding, and tenant/public communication easier and more streamlined. Getting this done will continue to be an operational preoccupation at THA. If we succeed as we expect, we can offer the software applications to other housing authorities. If it all goes bust, you will read about us in the newspaper.

THA will continue to look for innovative ways to best leverage its MTW designation in order to meet these objectives. THA's efforts could inform policy choices of other Public Housing Authorities unable to participate in the MTW demonstration.

Throughout all this work THA seeks to use the best data and research available. It builds evaluation into its program design. For these purposes, THA has joined with three other neighboring MTW agencies - Seattle Housing Authority, King County Housing Authority, and Home Forward (Portland) – to contract for research and evaluation services from the Urban Institute. THA will also work with other local and national organizations to support this work. THA notes that evaluation is very expensive.

SECTION II: GENERAL THA OPERATING INFORMATION

A. Housing Stock Information

Planned New Public Housing to be Added During the Fiscal Year											
Amp Name and Number	Bedroom Size							Total Units	Population Type	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/A	0	0	0	0	0	0	0	0	N/A	0	0
N/a	0	0	0	0	0	0	0	0	N/A	0	0

Total Public Housing Units to be Added	0
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* **Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe:

Description of "other" population type served.

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # /AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
Salishan One, WA005000010	55	Rental Assistance Demonstration
Salishan Two, WA005000011	55	Rental Assistance Demonstration
Salishan Three, WA005000012	45	Rental Assistance Demonstration
Salishan Four, WA005000013	45	Rental Assistance Demonstration
Salishan Five, WA005000014	45	Rental Assistance Demonstration
Salishan Six, WA005000015	45	Rental Assistance Demonstration
Hillside One, WA005000007	21	Rental Assistance Demonstration
Hillside One, WA005000008	12	Rental Assistance Demonstration
Hillside One, WA005000009	4	Rental Assistance Demonstration

Total Number of Units to be Removed	327
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New Housing Choice Vouchers to be Project-Based During the Fiscal Year		
Property Name	Anticipated Number of New Vouchers to be Project-Based*	Description of Project
Unknown	42	THA's New Look apartments will be converting from PBV to PBRA in 2017. When those vouchers return to the agency THA plans to issue an RFP to add those PBV units to existing projects in Tacoma
Harborview Manor	22	THA has an existing PBV contract at Harborview Manor. THA will increase this contract by 22 units.
N/A	0	N/A
N/A	0	N/A

Anticipated Total New Voucher to be Project-Based	64
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Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	1161
Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year	13,514**

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

**THA assumed a 3% vacancy rate in this calculation.

Other Changes to the Housing Stock Anticipated During the Fiscal Year	
THA is in the process of replacing 42 Project Based Vouchers (PBV) at the New Look apartment building with Project Based Rental Assistance (PBRA). The transfer of PBRA subsidy from a property recently dispositioned by THA to the New Look is currently under HUD review. Once approved, THA will utilize the New Look PBVs to subsidize another development(s).	
THA will complete its RAD conversion at Salishan and Hillside Terrace. This will complete THA's portfolio-wide RAD conversion.	
THA will redevelop its 1800 block of the property formerly known as Hillside Terrace. This is the third phase of the new Bay Terrace development and will hold up to 80 units developed with low income housing tax credits and other financing sources.	
THA will develop Hilltop Lofts. This property will have up to 60 units of workforce housing, developed with low income housing tax credits.	
THA will acquire existing housing in the market to preserve affordable housing to households earning up to 80% of the area median income (AMI).	
THA began disposing of 34 PH single family scattered site units in 2016 through Section 32. Currently there are 20 scattered sites sold and released that should be removed from PIC. There are 15 units remaining in the portfolio that have not yet sold.	
We anticipate 12 units to sell within the first half of 2018, that represents 72 unit months (12 units @ 6 months). However, all of these units are vacant because they require rehab before being sold, and there will not be any households living in these units in 2018.	
2 units are currently occupied, that represents 24 unit months (2 units @ 12 months).	
1 will remain occupied because it is being rented by a local nonprofit.	
THA intends to retain property located at 38th and Portland Avenue to provide a Crisis Residential Center (CRC) for housing and social services to assist low income homeless youth in Pierce County ages 12 to 17 years. The population is either homeless or near homeless; thus by no means exceeding 80% AMI. THA will be requesting an exception to the requirement to compensate HUD for the retention of the property. This proposed use of the property is part of	

THA's partnership with Community Youth Services (CYS). CYS is one of the nation's premier providers of services to homeless youth. It will bring its service model to the CRC that has a 91% rate of successfully discharging these youth to safe and stable housing after an average stay of 10 days. At that rate, this CRC will serve nearly 500 youth a year. THA and CYS have undertaken an extensive effort to consult widely within the community about this proposal. We have received very strong support. Details of that consultation show in Appendix C.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of All Planned Capital Fund Expenditures During the Plan Year

THA plans to complete the RAD conversions for its remaining properties. Under this conversion, THA would use CFP funds for HAP payments until January 2019. These funds would also be used to fund replacement reserve at RAD-approved levels, if needed.

Should the RAD conversion not occur in 2018, THA will transfer CFP funds to operations and use it as part of single-fund flexibility.

B. Leasing Information

Planned Number of Households Served at the End of the Fiscal Year		
MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	327	1,962
Federal MTW Voucher (HCV) Units to be Utilized	3990	47,880
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	44	528
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	70	840
Total Projected Households to be Served	4431	51,210

* Calculated by dividing the planned number of unit months occupied/leased by 12.

** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

THA is currently in compliance with the three statutory MTW requirements.

Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions	
Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Housing Choice Voucher (including HOP and PBVs)	THA's conversion of its public housing to project based vouchers through RAD may require THA to offer exit vouchers to households affected by the conversion. This may cause delays in pulling households from THA's HOP wait list. It may also cause delays in leasing the project based voucher units as households transition from THA low income housing to tenant based assistance.
Housing Choice Voucher (including HOP)	THA's rental market continues to tighten. With rising costs, lowering vacancy rates and stagnant federal funding we anticipate it will not be possible to continue serving the same number of households. THA's board has adopted a resolution setting a utilization target of 95% to account for these funding and market challenges. Before making this decision, THA consulted widely through its community including: present recipients of THA's rental assistance, people on the waiting list, social service providers, other nonprofit housers, legal services and other advocates, Tacoma City Council, Pierce County Executive and councilmembers, philanthropic organizations, all five of Tacoma's congressional offices, and HUD's Regional Director, A full description of this consultation, with letters of support, and the details of the Board's decision shows in the board resolution in Appendix C of this Plan.

Local, Non Traditional Program	THA currently invests in two local non-traditional housing programs that are administered through Pierce County. The county is responsible for allocating THA's investment to local rapid rehousing providers. Depending on the capacity of county and local providers to utilize and allocate these funds, there may be issues related to fully utilizing the allocated amount. THA will work closely with Pierce County to monitor the contract amount and the number of households served and will plan accordingly for unused funds.
N/A	N/A

C. Wait List Information

Wait List information Projected for the Beginning of the Fiscal Year				
Housing Program(s)*	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Low Income Housing (THA RAD Units and non-RAD PBVs)	Site-Based	6704	Closed	No
Housing Opportunity Program (Federal MTW Housing Choice Voucher Program)	Community-Wide	0	Closed	Yes
Nativity House (Federal MTW Housing Choice Voucher Program)	Program Specific	50	Open	Yes
College Housing Assistance Program (Federal MTW Housing Choice Voucher Program)	Program Specific	0	Closed	Yes
Rapid Rehousing – Families (Tenant-Based Local, Non-Traditional MTW Housing Assistance Program)	Community-Wide	169	Open	Yes
Rapid Rehousing – Youth and Young Adults (Tenant-Based Local, Non-Traditional MTW Housing Assistance Program)	Community-Wide	51	Open	Yes
Bay Terrace (non-PH, non-PBV units, non-traditional MTW housing units)	NA	NA	NA	NA

* Select Housing Program: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A
N/A
N/A

If Local, Non-Traditional Housing Program, please describe:

Rapid Rehousing – Families is a Tenant-Based Local, Non-Traditional Housing Assistance Program operated in conjunction with Pierce County. It serves homeless or near homeless households with children in Tacoma and Pierce County.
Rapid Rehousing – Youth is a Tenant-Based Local, Non-Traditional Housing Assistance Program operated in conjunction with Pierce County. It serves homeless or near homeless youth and young adults in Tacoma and Pierce County.
Bay Terrace contains non-PH, non-PBV units, non-traditional, MTW funded tax credit units. Applicants apply as units become available and are housed on a first-come first-serve basis.

If Other Wait List Type, please describe:

N/A
N/A
N/A

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

THA is considering the following changes to its waitlist: (1) THA may limit the number of units a housing applicant can turn down without good cause before being removed from all THA site based waitlists. (2) THA is considering making changes to its income targeting policies. THA might begin targeting higher income households in its subsidized tax credit units where units are set aside for 40-60% AMI households. (3) THA is considering eliminating our site based waitlists and allowing for referrals from other housing programs into vacancies and/or marketing units as vacancies occur. (4) THA is considering changes to how it selects households for subsidized tax credit units set aside for homeless households. THA may accept referrals from a local service provider that specializes in service homeless households for these units. (5) THA is considering updating its waitlist management practices to require households to regularly check in and confirm their interest on remaining on the waiting list. (6) THA is considering opening and closing its wait lists based on the number of vacancies projected for two years in order to serve households within two years from the date of application. (7) THA is considering combining its portfolio and Housing Opportunity Program (HOP) waiting lists so households can be served with the first available housing. THA uses the term “portfolio” to refer to properties it owns and/or manages. In December 2017, following a 30 day comment period, THA’s Board approved changes to combine all its waiting lists for THA’s main housing programs. THA has exhausted its waiting list for its rental assistance program called Housing Opportunity Program (HOP). At the same time, thousands of people remain on the waiting list to rent an apartment in one of THA’s properties. These properties are either public housing or have project-based vouchers. Under this change, THA will not reopen its HOP waiting list. Instead, it will give the applicants from its property lists a chance to get HOP rental assistance. They would also stay on the combined waiting list for an apartment. This means THA will use a single waiting list for the following programs: HOP, THA-administered project based vouchers (PBV), and public housing (PH) programs. HUD regulations allow this: 24 CFR § 982.205. Currently, THA maintains a separate waitlist for each property it manages. In addition, it maintains a waitlist for applicants interested in our Housing Opportunity Program (HOP). THA will combine all of these lists. This would benefit people on the property list by also offering them a HOP rental assistance voucher. The consolidation will not change any applicants’ relative position on the waitlist. They would still be eligible for the same THA properties they originally signed up for. We hope, and expect, that some families will like this alternate assistance option. If they do, it will create vacancies on the list allowing everyone to move up faster. THA will not remove an application from the waiting list if the family

chooses not to accept a HOP subsidy but wants to keep waiting for an apartment, or vice versa. However, we would remove the applicant if they accept the HOP subsidy, or if they choose one of our properties to move into. That way the list would keep moving, giving the applicants behind them a chance to become assisted sooner. We are not proposing any changes to our unit turn down policy at this time. Under that policy, applicants have one chance to reject an offered apartment. If they do that, they will get only one more offer of an apartment. If they reject that offer, they will not get another. In that event, they may still remain on the list for a HOP voucher.

SECTION III: PROPOSED MTW ACTIVITIES

THA HAS NO NEW ACTIVITIES TO PROPOSE FOR 2018.

SECTION IV: APPROVED MTW ACTIVITIES

A. Implemented Activities:

1. Extend allowable tenant absences from unit for active duty soldiers: THA proposed and implemented this activity in 2011. THA modified its policy for terminating households who were absent from their unit for more than 180 days. Modifying the policy was necessary to account for households with adults called to active duty from retirement, from the reserves, or national guards. THA's programs have a number of reserve or guard military families because of close proximity to Fort Lewis, one of the nation's largest military bases. Due to the war in the Middle East, more of these reserve or guard members have been called to active duty. Active duty may force a household to be absent from their assisted unit for more than 180 days the normal rules allow, leaving them without housing assistance when the service member returns home. Although the question of having to terminate such a household of service men and women arose only a few times during the war and although THA managed to avoid such terminations with an artful understandings of the rules, even the prospect of terminating these households is too unsettling even to risk. This activity allowed THA to make the following policy revisions:

- Allow a previously assisted household returning from deployment to request reinstatement within 90 days from the date they return from deployment.

Status Update: THA has not needed to exercise this flexibility since 2010 but, since Tacoma is home to one the nation's largest military bases, THA wants to be ready if this issue arises again.

Modifications to the activity during the plan year: THA does not anticipate any changes to this activity during the Plan year.

Modifications to baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

2. Tacoma Public Schools Housing Assistance Program (formerly McCarver Elementary Housing Assistance Program):

This activity was proposed and implemented in the 2011 MTW Plan. THA used the flexibility provided under Moving to Work status to pilot an innovative rental assistance program in partnership with Tacoma Public Schools. The rental assistance program is designed to assist families at McCarver Elementary School and to help transform the school. Among its many challenges, McCarver Elementary had a very high student turnover rate. For the 2007- 2008 school year, the school's student population had a turnover rate of 121%; in prior years, the turnover rate was as high as 179%. This population is transient because of family homelessness, a high poverty level in the school (96%), and the attendant housing insecurity. McCarver has more homeless students than any other elementary schools in Tacoma, the region and possibly the state.

THA used its MTW authority to provide rental assistance for eligible students and their families at McCarver for the duration of their enrollment at the school. THA began by serving 50 families with a plan to assess the results on stability and educational outcomes. THA believes that increased housing stability will show in better school performance.

The initiative has five elements: (i) the rental assistance to homeless families with children enrolled at McCarver. The assistance lasts for as long as the children remain at McCarver, with a maximum five years; (ii) parental commitment to keep their children enrolled at McCarver, support their children's education by getting them to school on time every day, reading to them, making time and space for homework, attending every student-parent-teacher conference and PTA meetings, and investing in the parents' own education and employment prospects; (iii) close case worker support from THA to help the parents fulfill these commitments; (iv) an investment in the school by the Tacoma Public School District to make the school worthy of the commitment we ask the parents to make. In particular, the School district has invested the considerable funds and effort to make McCarver an International Baccalaureate Primary Years Program that raises student and faculty standards for the entire school; (v) third party evaluation tracking an array of metrics (paid for by the Bill & Melinda Gates Foundation.)

Throughout their participation in the project, a family's compliance with program requirements are monitored by a case worker assigned to them. If a family has difficulty meeting the requirements, the case worker provides additional support. Should THA determine the family to be unable or unwilling to comply with the requirements, THA can terminate their participation.

Other Metrics: Other metrics beyond those HUD asks us to track are at the core of the initiative. McCarver Elementary's annual transiency rate declined between 15%-30% throughout Year 1 and Year 5 of the program. School attendance improved, with 92% of cohort students not missing more than one day of school per month by Year 5

Status Update: In our 2016 plan we reported that based upon encouraging program metrics THA and Tacoma Public Schools (TPS) had made two decisions. First, starting in September 2015 they will turn the program at McCarver from a pilot to a regular offering of the school. Second, starting in September 2018, they will begin its expansion to other elementary schools in Tacoma experiencing challenging student transient rates because of family homelessness. Planning for this expansion however, is still underway.

THA and TPS are in the process of reviewing the design details of the program, including the rent structure. It has become evident that the rent structure is not serving all families well. In year four, when families were expected to pay 60% of the market value rent, a majority were unable to make the required payments. They have received hardship exceptions allowing them to pay much less. In the interim while THA reviews the issue, THA has changed the rent structure for all participant families to an income based model already in use at THA. This would have household rent calculations set on THA's current rent reform model of the traditional Section 8 program. This means that household rent will be based on 28.5% of the household income.

In addition to the program rent structure THA and TPS engaged with internal staff to seek program recommendations for changes that can be applied during the 2017-2018 school year to better assist families in need. The interim changes proposed concern expansion of program eligibility, definition of homelessness, and general program access and procedures. These proposals are currently undergoing public review and comment.

In July 2017, families who belonged to the initial program's cohort 1 reached the end of their program term limits. Families were given notices 12 months in advance of their final rental assistance payment and program caseworkers worked with families reaching the end of their terms to establish a 60 and 30 day housing and financial plan to better prepare them once they transitioned off the program.

Modifications to the activity during the plan year: The program has not yet expanded to any additional elementary schools within Tacoma Public School District. THA is in the process of evaluating and redesigning the program. We anticipate a program expansion by the start of the to the 2018 school year. The scope of the expansion will allow up to 150 vouchers to be allocated to homeless families in the Tacoma School District. This program currently impacts 7 different elementary schools in the district, and depending on the redesign process that is currently taking place during the winter of 2017 and spring of 2018, the program may impact additional schools and grade levels by fall 2018.

At this time, THA is removing the requirement that families remain enrolled in McCarver Elementary School. Based on Tacoma's rental market, families are leasing farther and farther away from McCarver and transporting their children to school is becoming burdensome. In order to make it easier for families to connect with their local communities and schools and get their children to school on-time, regularly, THA is now allowing students to enroll in their neighborhood schools.

Modifications to baselines or benchmarks during the plan year: Depending on the number of households receiving assistance through the program expansion, THA may reset the benchmarks to appropriately reflect those numbers.

Additional Authorizations: THA does not anticipate needing additional authorizations for this activity during the Plan year.

3. Local Project Based Voucher Program: THA proposed this activity in 2011. THA implemented parts of the program in 2011, and to date, it has implemented most of the activity except that THA has not yet exceeded the cap on PBVs in its own developments. This program introduced several changes to the way THA will operate the project based voucher program. They are as follows:

- THA removed the cap on project based vouchers for its own developments. That will allow THA to finance more developments in the future.
- THA waived the mobility option that allows PBV tenants to automatically receive a tenant-based voucher after one year of occupancy.
- THA established a reasonable competitive process and contract terms, including the length of the contract, for project-basing HCV assistance at units owned by for-profit or non-profit entities. Units must meet existing HQS or any standard developed by THA and approved by HUD pursuant to the requirements of this Restated Agreement.
- THA began conducting Housing Quality Standards (HQS) inspections on units it owns or has interest in.

The changes have allowed THA to streamline many parts of the project based program that were inefficient or unfair to those on the waitlist.

Status Update: Traditionally, HUD mandates that PHAs not spend more than twenty (20) percent of their Annual Budget Authority (ABA) toward Project Based Vouchers. THA received permission through MTW to go above this threshold toward PBVs in projects owned and operated by the agency. THA will maintain the cap in projects not owned or operated by the agency. Below are the percentages of THA's ABA toward both types of PBV subsidy:

PBVs in THA Properties(826 units): 19%*

PBVs in THA Partner Properties (335 units): 8%

Together, THA spends roughly twenty-seven (27) percent of its ABA towards PBVs.

*RAD PBVs are not factored into this calculation as they do not count against the cap.

Modifications to the activity during the plan year:

THA is to modifying the activity to allow the following:

- Waive the per project cap on a case-by-case basis for projects, including those not owned by THA; and
- Allow individual project owners to manage their own waiting lists.

Modifications to baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

4. Allow transfers between public housing and voucher waitlists: This activity was proposed and implemented in 2011. THA created transfers to make it easier for families to move to a unit that better meets their needs. The policy combines the public housing transfer list and the list of HCV movers who are having difficulties finding a unit that meets their needs on the private rental market. Households on the public housing transfer list can be issued a voucher if there are no units that meet their needs. Voucher holders may be transferred into a public housing unit if they cannot find a unit on the market that meets their needs.

Status Update: The activity has made it easier for reasonable accommodation clients to find units that meet their needs. THA is continuing to look into ways to help clients on our transfer list find units that better meet their needs. Thirty-one (31) households transferred between public housing and voucher waitlists in 2016.

Modifications to the activity during the plan year: THA anticipates that this activity will be closed out after the agency's public housing portfolio has been converted to RAD.

Modifications to baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

5. Local Policies for Fixed Income Households: THA proposed and implemented this activity in 2012. THA used local policies to implement rent reform for fixed income households in 2012. This plan applies to households in which all adult members are either elderly or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI, or pension. These households are subject to the following rent policy:

- Eliminate elderly/disabled deduction;
- Eliminate dependent deduction;
- Eliminate medical deductions below \$2500 and implement bands
- Implement 28.5% TTP to help offset the elimination in the elderly/disabled deduction and simplification of medical expense allowances.
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 7.
- Implement minimum rent of \$25 (and therefore eliminate utility allowance reimbursements)

Status Update: The above rent policy allows THA to streamline the process of rent calculations and annual reviews. THA is not running off year reviews. THA has made changes to forms and documents in order to administer the rent reform program successfully. The activity has allowed THA to save staff time because the reviews per year have been cut by over 50% for the activity population. THA is doing triennial reviews for this population. As a result, THA sees roughly \$9,000 in agency cost savings and 455 hours in staff time savings.

Modifications to the activity during the plan year: HUD has approved biennial and triennial reviews for any PHA to implement, not just MTW agencies. Since biennial and triennial reviews no longer require MTW flexibility.,

Modifications to baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

6. Local Policies for Work-Able Households: This activity was proposed and implemented in 2012. Local policies for work-able households are very similar to the fixed income activity with minor differences. THA used this activity to implement rent reform for work-able households. Under this plan work-able households are subject to the following rent policy:

- Complete recertification reviews once every 2 years instead of every year (biennial recertifications) with no “off-year” COLA-related rent adjustments unless interim is triggered.
- Eliminate dependent deduction.
- Eliminate medical deductions below \$2500 and implement bands.
- Implement 28.5% TTP to help offset the dependent deduction.
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 7.
- Implement minimum rent of \$75 (and therefore eliminate utility allowance reimbursements).

Status Update: This above rent policy allows THA to streamline the process of rent calculations and annual reviews. THA is not running off year reviews. THA has made changes to forms and documents in order to administer the rent reform program successfully. THA continues to see staff time and cost savings because of the biennial review schedule. As a result, THA sees roughly \$28,000 in agency cost savings and 1,225 hours in staff time savings. Household earned income for this population has also risen from an average of \$12,372 in 2011 to \$17,569 in 2016. Also in 2016, 495 households had at least one member employed full time and 472 households had at least one member employed part time.

Modifications to the activity during the plan year: As noted above, biennial and triennial reviews no longer require MTW flexibility.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

7. Local Income and Asset Verification Policy: THA proposed and implemented this activity in 2011. THA implemented the following policies:

- Allow tenants to self-certify assets valued at less than \$25,000.
- Disregard income from assets valued at less than \$25,000.
- Eliminate earned income disallowance (EID).
- Exclude resident stipends up to \$500.
- Accept hand-carried third party verifications and increase number of days verifications are valid up to 180 days.
- Extend the authorization of the HUD 9886 form.
- Accept hand carried verifications.

These changes allowed THA to further streamline inefficient processes and save both staff time while reducing the burden on clients to provide information that made little difference in rent calculation.

Status Update: The activity has been successful and THA has seen 100% time and cost savings most years by no longer having to verify income in the stated cases.

Modifications to the activity during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

8. Local Interim Policy: THA proposed and implemented this activity in 2011 to streamline the interim review process. THA limited the number of interims a household can have over a period of time. Households also have to meet a 20% threshold before an interim will be processed.

Status Update: THA has found some of the rules of the program are hurting efficiency and are burdensome on residents. Since 2013, THA has not required an interim recertification for income increases if a household has had an interim decrease in between recertifications. THA will keep the 20% rule because it has been the major factor in the reduction of interims processed. THA will no longer require the residents to prove that a job loss will last longer than 90 days before processing a qualifying interim. This requirement has been both an administrative burden and a burden on clients trying to process an interim decrease.

Modifications to the activity during the plan year: Using MTW flexibility, THA has limited the instances in which interim rent increases and reductions are processed. In order for THA to process a rent decrease, the household must experience a twenty (20) percent decrease in income. As an incentive for households to increase their earned income, THA does not process interim increases in income.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

11. Local Utility Allowance Schedule: THA proposed and implemented this activity in 2011. This activity streamlined the utility allowance credit given to housing choice voucher and public housing clients. Utility allowances varied by building type, bedroom size, and type of fuel/energy used. These variables resulted in numerous possible utility allowance combinations that are difficult to explain to property owners and clients, and often result in methodological misunderstandings. In addition, HUD determined that incorrectly calculated utility allowances are one of the most common rent calculation errors in the country.

The Housing Authority has calculated the average utility allowance currently provided to housing choice voucher and public housing program participants, and revised allowances. The revision provides each household responsible for tenant supplied utilities with the average allowance based upon unit bedroom size. Households have a more simplified explanation of utility allowance benefits and the Housing Authority staff now selects an allowance based only on unit size instead of determining individual allowances for every unit leased.

Status Update: THA continues to see staff time saved each year because of this activity. In 2016, THA saved roughly 60 hours on utility allowance calculations. **Modifications to the activity during the plan year:** THA does not anticipate any changes to this activity during the Plan year.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

12. Local Policy on Port Outs: THA proposed and implemented this activity in 2012. THA put limits on outgoing portability except for households that need to move out of the jurisdiction due to reasonable accommodation, employment, situations covered underneath the Violence Against Women Act (VAWA), and education. THA also allows a family to port-out if the receiving housing authority absorbs the voucher. The policy intends to cut back on the number of invaluable housing dollars leaving Tacoma and to cut back on the burden of administrating port outs while preserving portability in enumerated cases where it would advance important program goals.

Status Update: THA has not made any changes to the activity. The activity has been successful in reducing the total number of port outs each year. In 2016, 152 households ported out of THA's jurisdiction. This is a decrease of 173 households from the baseline of 325 households prior to implementation of this activity in 2011.

Modifications to the activity during the plan year: THA is considering changes to the Housing Choice Voucher program portability policies. Current MTW flexibility allows THA to limit the reasons a household may port out of THA's jurisdiction. For example, households are eligible to port out of THA's jurisdiction if the head of household or spouse has secured part time employment or part time enrollment in a college/university/trade school that is more than 35 miles away. The region THA serves is growing rapidly meaning that commuting times are worsening and people have to travel longer to get to work and/or school. THA may consider lessening or eliminating the mileage restriction from this policy.

Modifications to the baselines and benchmarks during the plan year: THA does not anticipate any changes to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

15. Regional Approach for Special Purpose Housing: THA proposed this activity in 2012 and implemented it in 2013.

Under this activity THA has used the competitive funding process established by the local government jurisdiction (Pierce County Consortium) to award THA funds/resources for sponsor based housing. THA has committed MTW dollars to be awarded through the locally established funding cycle. This allows THA to “pool” resources with the local jurisdiction to meet the local needs as prioritized through city and or county planning processes. The pooling of resources has allowed THA to serve homeless and “at risk” of being homeless adults, unaccompanied youth and young adults, and families in the Tacoma/Pierce County area. Without the ability to operate these Local Non-Traditional programs, THA would not be able to serve these households when they need housing assistance the most. THA is using this activity to fund an unaccompanied youth housing program and to add funds to the rapid rehousing program supporting households with children for the area.

Status Update: THA has successfully continued serving households through this activity in 2016. In early 2016, THA and its partner amended the family service contract to allow for the county to use funds towards program operations and supportive services as long as fifty-six (56) percent of the contract funds are used to provide rental assistance. The family service contract increased to one million dollars in 2017. In 2017, THA revised the contract with its partner to reduce spending on supportive services in the family contract so that seventy-five (75) percent of contract funds are used to provide rental assistance. Twenty-five (25) percent may be used on supportive services necessary to stabilize homeless families with children. The contract revision allows THA to reevaluate the contracts on an annual basis in response to the demonstrated need based on the prior year’s spending.

In 2016, THA designated one (1) of its Public Housing scattered units to provide shelter to homeless and unaccompanied youth in Tacoma and Pierce County. THA does this through a partnership with Community Youth Services (CYS) through a state licensed Crisis Residential Center for youth aged 12-17 years. the Crisis Residential Center falls within a current approved disposition plan and will be reoccupied. The unit will remain in its current disposition approved status in PIC. THA will continue to adhere to the disposition timeframe for which the unit was approved.

The use of this unit as shelter for the aforementioned purpose addresses a growing population in Pierce County of homeless, unaccompanied youth. This unit offers a temporary solution. THA is also seeking a long term, permanent solution through its collaborative partnership with CYS, Amara, the City of Tacoma and Pierce County to build, maintain and operate a Crisis Residential

Center and housing on THA's Arlington Drive, a remaining unused parcel in THA's Salishan community, and on THA's Hillsdale Heights property foster homes and an Emergency Sanctuary.

Modifications to the activity during the plan year: THA does not anticipate any changes to this activity during the Plan year.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

16. Creation and Preservation of Affordable Housing: This activity was proposed in 2012 and implemented in 2012. This initiative allows THA to use its MTW funds to provide low-income families the opportunity to reside in safe, decent, and sanitary housing while paying affordable rents. The affordable housing units may be any bedroom size and will be located within the City of Tacoma. They may be acquired or created by THA to be rented to families at or below 80% AMI. THA intends to allow eligible low-income families to reside in the units, including those that may be receiving Section 8 rental assistance. This activity falls under PIH Notice 2011-45. The broader uses of funds authority under MTW makes this initiative possible as HCV funds can be used to serve a greater number of families residing within the City of Tacoma. These units may house both families who are MTW Housing Choice Voucher participants and families who are not currently receiving other types of rental assistance.

Status Update: This MTW activity allowed THA to activate its broader uses of funds ability so the agency could spend MTW dollars on the construction and acquisition of affordable housing units. This activity was used in 2012 to help with the development of Bay Terrace, formerly Hillside Terrace. Phase I came online in 2014. Phase II for Bay Terrace was completed in 2017 and is currently leasing... The new Bay Terrace units completed under this activity are a mix of project based units and affordable units that do not have a subsidy attached. THA will use unrestricted funds to fill any funding gaps in the affordable units that will be in the project.

The development provides 74 newly constructed units comprised of thirty (30) 1BR, twenty-nine (29) 2BR and fifteen (15) 3BR units serving households with annual incomes between 30% and 60% of AMI. Rents for all of the units at 40% of median income or below will be subsidized with Project Based subsidies provided by THA; the remaining twenty-two (22) units will be unsubsidized tax credit units.

In 2018, THA may use this flexibility to preserve units through the RAD conversion.

THA plans to use MTW dollars to pursue the following projects are in THA's Real Estate Development pipeline:

Hilltop Lofts Development

This new development located in the Hilltop neighborhood of Downtown Tacoma and is planned for a 2019 construction completion date. This site at the corner of Martin Luther King Way and Brazill Street is located in the very center of the rapidly changing area. With its close proximity to downtown and the hospitals, its many current and future mass transit options, and the neighborhood's colorful history as an artist community, a multi-family mixed use building would serve as a catalyst for growth and development of Hilltop. It will also

help this gentrifying area remain affordable to lower income households. The Hilltop Lofts Development is a part of THA's development pipeline and the unit mix has not yet been established.

The objective for this site is to provide a 4-story building with a mix of retail and live/work units on the ground floor and workforce housing (60% of adjusted median income in Tacoma) on the three floors above. The residential portion will consist of a 32- 40 units with a mix of 1 and 2 bedroom units and shared indoor and outdoor amenity spaces for residents. THA acquired an adjacent property for the potential to increase the number of affordable housing units. ***This would all be part of the Housing Hilltop plan.*** Financing would be a combination of THA, local, state and tax credits program sources.

The 1800 Hillside Terrace

THA will complete the third phase of Hillside Terrace redevelopment plan. Phase III will continue the theme of a strategic investment in the Hilltop neighborhood through the production of high quality, well designed multifamily units that integrates into the neighborhood, takes advantage of public transit and ensures that affordable rental housing will be available in the neighborhood for years to come. Phase III will provide an additional 70 rental housing units in a mixed-income setting. The unit mix will consist of 1 and 2 bedroom homes affordable to households earning between 30% and 60% AMI. A 20% special needs set-a-side is programmed for both persons with disabilities and individuals/small families experiencing homelessness. THA has committed to provide Project Based Section 8 vouchers for those units designated to serve households below 40% AMI.

Acquisition

THA will acquire existing rental housing where THA doesn't have a strong presence is being pursued. Acquiring existing rental housing that is affordable to households earning 80% or less of the AMI is one of THA's rental housing preservation strategies. These properties are acquired with a combination of bond, HOME, CDBG and THA resources.

Many Lights Project

This new development is planned to be located on approximately 7 acres of vacant land currently owned by THA. In conjunction with the Many Lights Foundation, the program will serve a multigenerational community where traumatized children receive love and care from kinship and adoptive parents and live in a community with seniors who by living there agree to be respite care givers, honorary grandparents and tutors to the families. There are more 3,100 children in foster care who need a forever family, a record number of

elders who want to stay connected, and parents and families who need support to raise these very special children. This development will be built on a foundation of community services in support of the community.

The \$25 million project will provide approximately 90 units of affordable housing of which, 52 units of 1 to 4 bedroom units will be dedicated to the multigenerational community. **The Many Lights Project is part of THA's development pipeline and the unit mix has not yet been established.** Currently, construction completion is scheduled for year 2020.

Modifications to the activity during the plan year: THA does not anticipate any changes to this activity during the Plan year.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

17. Housing Opportunity Program (HOP): THA proposed this activity in the 2013 MTW plan and implemented it in 2013. THA re-proposed HOP in the 2014 plan because of changes to the program that required additional authorizations. These changes included allowing for longer voucher times and flexibility in lease requirements, allowing participants to self-certify their income during the review process and allowing participants to lease up in shared housing units or to rent from relatives. Program requirements were also re-proposed in the 2014 plan. The changes included that applicants must be at or below 50% AMI to qualify, the age of elderly was defined as 57 for HOP only, and that participants will income out once they reach 80% AMI and will receive 90 days of continued assistance.

All new admissions to the tenant-based voucher program receive a HOP subsidy. A HOP subsidy is a fixed subsidy as opposed to a subsidy based on income. That includes senior/disabled households. Work-able households have a five year time limit on their assistance, with provision for time extensions up to three (3) months to address hardships. Senior/disabled households do not have a time limit. HOP households would have annual reexaminations so THA can monitor the earned income and compare it to its other programs. There will be no interim exams allowed in this program. THA will not permit port outs for this program except for domestic violence issues covered by VAWA and Reasonable Accommodations or if the receiving PHA will absorb the voucher. The goal of the program is to help our participants achieve true self sufficiency by assisting them with their housing needs for a specific term and to give other waiting households a turn to receive assistance. An example of the fixed subsidy is below:

SUBSIDY AMOUNT					
Voucher Size (Bedrooms)	1	2	3	4	5
MTW Subsidy Amount (50% of payment standards)	\$443	\$571	\$831	\$1,006	\$1,157

Status Update: THA implemented this activity in 2013 and the results of the program have been mixed. THA is in the process of conducting an in-depth analysis to understand how HOP is working. The analysis will seek to answer questions related to whether or not the program

has a disparate impact on any protected classes or extremely low-income households. It will also seek to understand the utility of HOP subsidies in Tacoma's rental market by reviewing lease up rates and other rental market data.

The first wave of HOP households will exit the program in March 2018. The HOP Hardship Policy was revised in August 2017 to allow for an extension of rental assistance in two circumstances:

Unforeseen Loss of Income Hardship: 90 day Extension

Within three (3) months prior to voucher expiration, households may request a 90 day extension by showing:

- *An unforeseen loss of income that occurs within the three months prior to voucher expiration*

Completing a Qualifying Self-Sufficiency Activity: Up to 1 Year Extension

Within six (6) months prior to voucher expiration households may request up to a 1 year extension by showing:

- *the household must be engaged in a qualifying self-sufficiency activity at least six months prior to voucher expiration; and*
- *the household must remain engaged in the activity until the earlier of the end of the shelter burden or the end of the extension.*

THA will determine the length of the extension up to 1 year.

Through the use of targeted funding, THA provides a limited number of HOP subsidies to two programs: the College Housing Assistance Program (CAHP) and the Children's Housing Opportunity Program (CHOP). Descriptions of these programs follow:

CHAP: THA partnered with the Tacoma Community College (TCC) where THA provides rental assistance to homeless students at the community college. TCC provides services designed to help the families succeed so they are ready to be independent of housing subsidies after graduation. The program offers the same fixed subsidies as the HOP program and has a three (3) year limit on assistance. Graduates are considered a success and transitioned off of the program with a 30 day notice. The community college handles all eligibility but anyone on the program would have to be an active student at the community college. Students have to continue to stay in college and maintain a 2.0 grade level.

CHOP: THA partnered with the Department DSHS to provide rental assistance to families who need housing to prevent or shorten their child's foster care placement or to house a teenager aging out of foster care who otherwise would begin his or her adulthood as a homeless person. Information on this program has been included in the HOP activity.

Modifications to the activity during the plan year: THA may modify this activity in 2018 depending on the results of the analysis. Any changes would be vetted with households, landlords, households on the waitlist and THA's community stakeholders. If the changes require additional authorizations or if the changes had an impact on tenant rent, this activity would be re-proposed in an amended Plan. Since 2014, THA has been providing 25 rental subsidies for the TCC program. THA will increase the number of rental subsidies to 150 by the end of 2018.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

18. Elimination of the 40% Rule: This activity was proposed in the 2013 MTW Plan and implemented in 2013. THA used this activity to waive the 40% cap on the percentage of income spent on rent. Our goal is to allow for maximum resident choice in the voucher program and to substantially increase the participant's ability to understand the program and lease up more quickly. THA has observed that the voucher program has been extremely confusing for participants. Despite using multiple tools to simplify the process, many participants leave the voucher briefing unsure about how to apply the information as they begin their search. As a result, the number of calls THA fields during the lease up process is high. THA wants participants to be confident about their choices in the housing market.

Status Update: THA implemented this activity in 2013. The change has made it easier for clients to understand the leasing program. THA has seen an increase in the number of households that use this flexibility. In 2016, over 600 households spent more than 40% of their income on rent.

Modifications to the activity during the plan year: THA does not anticipate any changes to this activity during the Plan year.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

19. Modification of the Family Self Sufficiency Program: This activity was proposed in the 2013 Plan and implemented in 2013. THA modified the way the FSS program handles the escrow payments. THA changed the escrow calculations to simplify the process and to provide clearer motivation and guidelines for participating families.

THA has designed a savings calculation method under which families may qualify for one or more pay points. Pay points will be calculated and credited at the end of the FSS contract term and only if the family provides credible and verifiable documentation that show they qualify for each of the pay point credit types. Below are examples of pay points:

- \$2,000 Maintain 32 hours/week employment for a minimum of 6 consecutive months
- \$1,000 Complete ESL classes; Levels 1-5, \$200 per level
- \$100 Receive certificate of successful completion of financial literacy
- \$3,000 Complete educational goal such as a GED, degree from an accredited school/college, vocational certificate, etc.

Maximum escrow credit for achieving educational goals is \$3000 per family.

- \$500: 0-6 months vocational training certificate
- \$750: 7-12 months vocational training certificate
- \$1,000: 13-24 months vocational training certificate
- \$1,500-Associate degree
- \$2,000-Bachelor's degree

Status Update: This activity was successfully implemented in 2013. Clients have reported the escrow is motivating and easier to understand. THA has also seen staff time saved, and the time is now being spent on direct service. In 2016, FSS served 170 households; 15 households graduated from the program and 66 households maintained employment for greater than one year.

Modifications to the activity during the plan year: THA may consider revisions to the pay point schedule in order to ensure that all households participating in FSS are eligible to try to achieve a maximum incentive amount of \$8,500. The current pay point schedule, for example, allows one pay point of \$1,000 for participants completing five levels of ESL. Not all participants require ESL, which limits their maximum pay point potential. THA may consider offering an equivalent pay point for households who do not require ESL. Pay point revisions will be made with recommendations from current and interested participants, and will include alignment with other Client Services programming, including the Children's Savings Account Program and financial capabilities services offered by the Sound Outreach Empowerment Counselor.

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

20. MTW Seed Grants: This activity was proposed in 2013 and implemented in 2013. THA proposed this activity so, if needed, the agency could provide seed grants to partner service agencies to increase capacity to serve THA households. The grants would be specific to helping work-able households increase earned income and become self-sufficient.

Status Update: THA used this activity to provide three (3) job skills and soft skills trainings for work-able households in 2013. In THA's 2014 MTW Report, this activity was moved to the "on hold" section of the report because it was not used in 2014. THA does not have specific goals for this activity in 2017 but would like to keep it in the implemented section of the plan in case an opportunity to leverage a partnership through the use of a seed grant arises. THA will report any use of this activity in its 2016 and 2017 Reports, otherwise, the activity will be marked as "on hold" if it is not used.

Modifications to the activity during the plan year: THA does not anticipate any changes to this activity during the Plan year.

Modifications to the baselines or benchmarks during the plan year: THA has worked with HUD to implement new standard metrics for this activity and does not anticipate any changes to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

21. Children's Savings Account (formerly Local Asset Building Activity): This activity was proposed in the 2014 MTW plan and implemented in the fall of 2015. THA offers children's savings accounts (CSAs) to the children of New Salishan from kindergarten through high school. The program is aimed at developing a savings habit among students and their families and improving academic achievement, graduation rates, college preparation and enrollment. New Salishan is THA's largest community. It is a HOPE VI redevelopment that created a mixed-income community of 1,350 renter and homeowner households on an award-winning design.

THA's CSA Program contains following elements:

Elementary School Stage: When a Salishan student enrolls in elementary school, THA will open a savings account in his or her name. THA will remain the account custodian. THA will make an initial \$50 deposit into the account. THA will match the family's deposit into the account up to \$400 per year. This match will continue through 5th grade.

Middle School through High School Stage: When students reach 6th grade the match stops. Instead the student and a counselor will devise a plan with milestones from then until high school graduation and enrollment in college. *E.g.:* improved attendance; improved Grade Point Average; enrolling in the College Bound Scholarship Program; taking the PSAT, SAT and ACT; taking college preparatory courses; applying to college; filling out the FAFSA; getting into college; graduating from high school, and starting college. Upon the student reaching each milestone, THA will deposit more money into the account up to \$700 per year.

An example of pay points is on the following page.

Proposed Menu of Incentives for 6th grade Students

	1ST SEMESTER	2ND SEMESTER	VALUE
ATTENDANCE	Maintain perfect attendance	Maintain perfect attendance	\$150.00
	Less than 5 full day absences with zero unexcused	Less than 5 full day absences with zero unexcused	\$100.00
ACADEMIC PREPARATION	Organization Skills	Organization Skills	\$100.00
	Time Management	Time Management	
GPA	Maintain a cumulative G.P.A of 3.7 or better	Maintain a cumulative G.P.A of 3.7 or better	\$200.00
	Maintain a cumulative G.P.A of 2.7-3.6	Maintain a cumulative G.P.A of 2.7-3.6	\$150.00
	Maintain a cumulative G.P.A of 2.0-2.6	Maintain a cumulative G.P.A of 2.0-2.6	\$100.00
EXTRACURRICULAR ACTIVITY	Participate in a college prep program, sport or club at your school	Participate in a college prep program, sport or club at your school	\$60.00
FINANCIAL LITERACY	Complete Junior Achievement Curriculum		\$60.00
EXPLORING CAREERS	TBD	TBD	\$30.00
COMMUNITY SERVICE	TBD	TBD	\$25.00
BACK TO SCHOOL BONUS	Back to school bonus opportunities are designed to keep you engaged with your success plan over the summer. Details about the opportunity will be sent to households in the spring.		\$75.00
Maximum Payment Total			\$700.00

When fully in place, these two programs will serve 760 children in cohorts covering 13 grades.

Experience and research strongly suggest that even modest balances in such accounts greatly increase the prospects that a student will attend college. For this reason, THA undertakes these efforts as part of its Education Project.

THA plans this effort in collaboration with Tacoma Public Schools (TPS), Corporation for Enterprise Development (CFED), Heritage Bank, initial funding from the Bill & Melinda Gates Foundation, CFED, the Bamford Foundation, Heritage Bank, other funders, and the collaboration of banking and social service partners in Tacoma. Further funding will determine the scope and schedule for this initiative.

Status Update: THA launched the program in the fall of 2015. 103 students are currently enrolled in the program. The total elementary seed and match as of September 22, 2017 is \$8578 and the middle school incentives earned is \$10,895. The average CSA account balance across accounts is \$189.

Modification to the activity during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: THA does not anticipate additional authorizations for this activity during the Plan year.

24. Rental Assistance Success Initiative (formerly) Local Security and Utility Deposit Program: This activity was proposed in the 2014 MTW plan and was implemented January 2016. The activity is a security deposit assistance program that would be open to THA applicants in its Tacoma Public Schools Special Housing Project, its College Housing Assistance Program, and any of THA's affordable housing applicants/residents who are in need of assistance in order to move into a unit. THA realizes it is very difficult when a household comes to the top of a waitlist and it does not have the resources to pay the security deposit. This program ensures that families in need can afford to move into the unit when their name is called and will reduce the number of unit turndowns THA receives.

Status Update: THA has fully expended the \$20,000 it set aside for 2017. The program has helped households lease in the market and will need to be scaled up to meet the needs of the households attempting to lease with THA rental assistance.

Modifications to the activity during the plan year: The Tacoma market has been shifting for the past couple of years as Seattle's economy booms and renters are searching for more affordable housing outside of the city of Seattle. Over the past 12 months, this rental shift has led to shrinking vacancy rates and growing rents in Tacoma. With the shrinking stock, subsidized households are being screened out of the market in favor of higher income renters with large sums of cash on hand to pay escalating security and move in costs. Property owners are also screening out more households with blemishes on their rental and credit histories. These factors have been and will continue to impact our utilization rate across all THA tenant-based subsidy programs—Housing Choice Voucher, HOP, Elementary School Housing Program, College Housing Assistance Program, etc. It is taking longer for households to find housing and larger numbers of new program participants are not able to use their subsidies at all.

THA is proposing to modify this activity to expand past just offering security deposits and to develop incentive programs to encourage property owners to add units to THA's rental assistance programs. THA will use its Moving to Work Authority in order to implement additional programs and activities that will lead to increased participation in the MTW program and the utilization of this highly valued housing assistance. In addition to the security deposit assistance program, THA will implement a landlord incentive program and damage mitigation fund using MTW funds. THA consulted with its property owners through the 2018 MTW Plan public comment period regarding this modification. As you will see in the public comments, property owners are eager to work with THA to further develop these programs.

In 2018, THA will continue to work in partnership with its Landlord Advisory Council to develop incentives that may include iterations of the following monetary incentives:

- A landlord continuity bonus for landlords who rent to another program participant within a set time period (30 or 60 days).

- A landlord no loss bonus to provide a proration of the contract rent from the time THA receives request for tenancy approval to the beginning of the Housing Assistance Payment contract.

A new landlord bonus to incentivize landlords to rent to THA households

The damage mitigation fund will be...

Modifications to the baselines or benchmarks during the plan year: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Additional Authorizations: With the expansion of this activity, we plan to add the following authorizations: Attachment C, Section (D) (1) (b), (d) and (f).

B. Not Yet Implemented:

10. Special Program Vouchers:

Implementation Description: This activity was proposed in 2011 but not yet implemented. The initial idea was to establish a Special Program Voucher program similar to the project-based voucher program. Vouchers were to be awarded to service partners for a special purpose or a special program. The service partners would be responsible for designing the program. This includes selecting households for the program, establishing program guidelines and eligibility criteria, length of time a household would be eligible for a voucher, level of assistance provided to each household, etc. THA would then oversee the administration of these vouchers through an annual reporting and/or audit process.

Status Update: This activity was proposed before HUD issued guidance on local non-traditional programs. THA now proposes any new activity that is not directly operated by our agency as a separate local non-traditional program activity. No activities are being operated under this activity as of now. There is not a timeline in place to use this activity.

Modifications to the activity since approval: THA does not anticipate any changes to this activity during the Plan year.

22. Exclude Excess Income from Financial Aid for Students:

Implementation Description: This activity was proposed in the 2014 MTW plan and has not yet been implemented. The purpose of the activity is to further encourage self-sufficiency among participants and streamline administrative processes; THA will modify the administration of the full-time student deduction by excluding 100 percent of a student's financial aid.

Status Update: THA will implement this activity upon conversion to its new software system. Current system constraints have made implementation difficult. THA is still in the process of converting to a new system. THA will provide full details on this activity in the 2017 Report if the activity is implemented.

Modifications to the activity since approval: THA does not anticipate any changes to this activity during the Plan year.

C. On Hold Activities: N/A

D. Closed Out Activities:

9. Modified Housing Choice Voucher Activity: THA proposed this activity in 2011 and has yet to implement it. The activity proposed to modify the annual inspection process to allow for biennial inspections of qualifying HCV units (instead of yearly). Since HUD guidance was released on biennial inspections allowing any PHA to perform them, this activity was closed out in 2015.

13. Local Blended Subsidy: THA proposed this activity in 2012 but has not implemented it. The activity was created so that THA could create a local blended subsidy (LBS) at existing and, if available, at new or rehabilitated units. The LBS program would use a blend of MTW Section 8 and public housing funds to subsidize units reserved for families earning 80 percent or below of area median income. Because of the complicated nature of this activity, THA has not implemented it. THA has been approved for a RAD conversion in 2014/2015 which caused this activity to be closed out in 2015. The units may be new, rehabilitated, or existing housing. The activity is meant to increase the number of households served and to bring public housing units off of the shelf.

14. Special Purpose Housing: THA proposed this activity in 2012 and has not implemented it. The activity was meant to utilize public housing units to provide special purpose housing, and improve quality of services or features for targeted populations. In partnership with agencies that provide social services, THA would make affordable housing available to households that would not be admitted to traditional public housing units. With this program, THA would sign a lease with partner agencies to use public housing units both for service-enriched transitional/short-term housing and for office space for community activities and service delivery. The ability to designate public housing units for specific purposes and populations allows units to target populations with specific service and housing needs and specific purposes, such as homeless teens and young adults. Because of the RAD conversion, THA closed this activity in 2015.

SECTION V: SOURCES AND USES

A. Sources and Uses of MTW Funds

2018 budget data is not yet available.

Estimated Sources of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated sources and amount of MTW funding for the Fiscal Year		
SOURCES		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 49,000.00
70600	HUD PHA Operating Grants	\$ 40,578,000.00
70610	Capital Grants	\$ -
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$ 2,622,000.00
71100+72000	Interest Income	\$ 27,000.00
71600	Gain or Loss on Sale of Capital Assets	\$ -
71200+71300+71310+71400+71500	Other Income	\$ 80,000.00
70000	Total Revenue	\$ 43,356,000.00

Estimated Uses of MTW Funding for the Fiscal Year		
PHAs shall provide the estimated uses and amount of MTW funding for the Fiscal Year		
USES		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 8,492,000.00
91300+91310+92000	Management Fee Expense	\$ 1,506,000.00
91810	Allocated Overhead	\$ -
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 761,000.00
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 61,000.00
93500+93700	Labor	\$ 76,000.00
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 112,000.00
95000 (95100+95200+95300+95500)	Total Protective Services	\$ 11,000.00
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ 97,000.00
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 1,160,000.00
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$ -
97100+97200	Total Extraordinary Maintenance	\$ -
97300+97350	Housing Assistance Payments + HAP Portability-In	\$ 33,257,000.00
97400	Depreciation Expense	\$ 300,000.00
97500+97600+97700+97800	All Other Expenses	\$ -
90000	Total Expenses	\$ 45,833,000.00 ¹

¹ THA will cover the projected \$2,477,000 shortfall between the expected sources and uses by using both federal and non-federal reserves.

Describe the Activities that Will Use Only MTW Single Flexibility

THA uses this single funding source to fund the Housing Choice Voucher programs in order to carry out the mission of the MTW Demonstration Program through activities that would otherwise be eligible under sections 8 and 9 of the 1937 Act. Below are listed some of the specific ways in which THA plans to exercise the Single-Fund Flexibility:

- THA is making changes to relieve the administrative burden on both the agency and the tenants by creating a more streamlined approach to both the certification process and inspections. THA intends its processes to be less intrusive on people with fixed incomes such as the elderly and disabled, and to relieve families from some of the more burdensome requirements of annual certification. The new certification cycle started in 2013.
- THA is focusing on housing, employment-related services, and other case management activities that will move families towards self-sufficiency. Its Community Services area also assists tenants that are facing challenges in successful tenancy.
- THA is going into the sixth year of its Education program. It has various elements and initiatives. One has THA providing rental assistance to homeless households with children who attend a school with an exceptionally high level of turnover to help stabilize the student population. THA believes this approach will help to improve educational out-comes, add stability to the neighborhood, and create a better learning environment for the community as a whole.
- THA is adjusting administrative staff as necessary to ensure that activities are in line with the agreement. THA is in the midst of making necessary technological enhancements that will benefit the organization and the residents.
- THA is analyzing its administrative overhead and charge expenses directly to the programs whenever possible. The agency is charging administrative or previously allocated costs to a Program Support Center for each of its three activity areas as identified in the Local Asset Management Plan, along with a Community Services Central fund to track expenses associated with those functions.
- THA wrote an activity in its 2012 amended plan that allows the agency to activate the single fund flexibility and to spend MTW money on the development, and preservation of affordable housing.
- THA is partnering with local agencies in the community to create local non-traditional housing programs. The programs are funded by THA but run by partnering agencies in the community.

B. Local Asset Management Plan

Is the PHA allocating costs within statute?

or

No

Is the PHA implementing a local asset management plan (LAMP)?

Yes

or

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

Yes

or

The changes to the 2018 LAMP reflect the transition of our 456 ACC Public Housing units over to RAD. It also updates our Management Fees schedules for 2017, as well as eliminates the Rent Calculation. As there have been some organizational structure changes, it adjusts some of the narrative to reflect those changes.

SECTION VI: ADMINISTRATIVE

VI.A: BOARD RESOLUTION AND CERTIFICATION OF COMPLIANCE



TACOMA HOUSING AUTHORITY

RESOLUTION 2017-09-27 (4)

Certifications of Compliance

**Annual Moving to Work Plan
Certifications of Compliance**

**U.S. Department of Housing and Urban
Development, Office of Public and Indian
Housing**

Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan*

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning 2018, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1.
4. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
5. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
6. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.

7. The PHA will affirmatively further fair housing by examining its programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.

8. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

9. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

10. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

11. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

12. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

15. The PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

17. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.



1

<u>Janis Flauding</u>	<u>Chair</u>
Name of Authorized Official	Title

Signature Brian Haley Date Sept 27th 2017

THA BOARD OF COMMISSIONERS RESOLUTION 2017-09-27 (4) Page 6

71 Tacoma Housing Authority
2018 Moving To Work Plan
Third Submission
March 9, 2018

Notice of Public Comment Period and Public Hearing

The Tacoma Housing Authority (THA) will open the public comment period for the 2018 Moving to Work (MTW) Plan and the associated changes to the Administrative Plan.

Residents, program participants, landlords, those on the waitlist and members of the public may submit comments on the proposed changes. The 30-day comment period begins on August 11, 2016 (8:00 a.m.) and ends September 11, 2016 (5:00 p.m.); all comments must be received by 5:00 p.m. on September 11, 2016.

The draft plan can be viewed at: <http://www.tacomahousing.net/content/moving-work-0>

It is titled “2018 DRAFT Moving to Work Plan”

Mail, Email or Call-in Comments To:

Tacoma Housing Authority

Aley Thompson

902 S. L Street

Tacoma, WA 98405

athompson@tacomahousing.org

(253) 274-5587

THA will hold one public comment hearing to receive both oral and written comments on the proposed amendment. This hearing is not an appointment. It is not mandatory that you attend.

The date, time, and location of the hearing are provided below:

Date: August 31, 2017

Time: 6 p.m.

Location: Bay Terrace Community Center

2550 South G St.

Tacoma, WA 98404

Please attend to offer your views on the following item:

2018 MTW Plan: THA customers that are accessing THA rental assistance are having a harder time finding rental units in Tacoma. This is because of low vacancy rates and high rents. THA is planning to use its funding to help its customers be more competitive in the private market. This might include offering incentives to landlords, assisting with fees or helping people look for housing. THA wants to hear your ideas for how it can help people find affordable housing.

Please call Aley Thompson at (253) 274-5587 if you need any reasonable accommodations or interpreters.

August 31, 2017

- Zero (0) residents or community members attended the public hearing held on August 31, 2017 at 6:00 P.M.

August 25, 2017

Dinner Or Lunch Is on Us. *The Housing Is Up To You!*

We know you've seen it. Rental prices are going up. Vacancy rates are going down. More tenants are coming with cash-on-hand to rent your available units. Yet, you've been renting to THA's voucher holders. **We want to thank you!** And we want to hear from you.

THA has about 200 people "shopping" for rental housing in a given month. It is taking them more than 3 months to find housing and some are not able to use their vouchers at all. Let's work together to make sure that all families with rental subsidies can be housed in our community. THA is interested in making changes to existing business practices or designing new programs to make its programs more appealing to property owners and managers. We need your help.

Join us for either lunch or dinner on **Monday, September 11th** to accept our thanks and to share your thoughts and ideas with us.

Here's what we'd like to talk about:

- What is THA doing well that keeps you interested in renting to voucher holders?
- What could THA change to make your experience better?
- If a voucher holder moves out of one of your properties, what would make you interested in advertising that vacancy to voucher holders first?
- What could THA or its customers do differently to recruit new landlords for the program?
- Are there any incentives or tools that THA could offer to make our programs more appealing?

Event details:

When: September 11th at 11:30 am or 6 pm

Where: [THA's Bay Terrace Community Center at 2550 S G St, Tacoma, WA](#)

Lunch will be provided at 11:30 am; dinner will be provided at 6 pm.

Please RSVP to Adam by replying to this email or calling (253) 207-4415.

If you are unable to attend this meeting, we'd still like to hear from you! Contact Adam with your thoughts at aydstie@tacomahousing.org or (253) 207-4415.

August 25, 2017

- Forty-four (44) landlords or community members attended the public hearings held on August 25, 2017 at 11:30 A.M. and 6:00 P.M.

General Public Comments Received for 2018 MTW Plan– August 11th-September 11th, 2017

SOURCE OF COMMENT	Question/Comment
Property Owner	<p>Thanks for taking this subject on. After instituting MTW the THA has only made the voucher program less desirable for Landlords at the same time Landlords have much better options in the market. Please do not assume that because I have (17) Section 8 tenants that I support the program, the THA tenants I have left are simply "legacy" tenants, I openly advertise "NO Section 8".</p> <p>I have tirelessly offered my professional advice as the founder of the "Landlord Advisory Board to the THA", only to find that our suggestions were largely ignored. In February of 2012 the Landlords were very clear that changing occupancy rules retroactively, coupled with time limited vouchers and bi-annual reviews to name some of the major changes, landlords would slowly be driven from the system. The management of THA ignored our requests and stopped scheduling meetings.</p> <p>I personally lost tens of thousands of dollars in forced move outs and rent concessions to stabilize THA tenants who saw their subsidy suddenly drop as a result of the new occupancy rules, I can detail many other problems but the result is THA has never truly appreciated the landlord partnership.</p> <p>My family business cannot afford to do any more business with the THA. FYI in today's housing market I typically get 10-20 contacts a day when I advertise an available rental, the tenants I select are well qualified responsible people, I often will have 10 applications and multiple qualified people.... Section 8 is not a viable option for Tacoma Landlords. I cannot offer any further advice than I previously offered, most independent landlords have families to spend time with and work long hours, the last thing they need is all the unnecessary hassles and expense THA brings to their lives.</p>
Property Owner	<p>We do participate in the Section 8 Program at a few of our apartment communities. I shared your email with others in our DMCI office who are or who have previously worked with the Section 8 program. The following is a summary of their comments and observations:</p> <ol style="list-style-type: none"> 1. The lack of support from the housing authority office personnel, when there is a compliance issues with residents is a problem, especially with those on vouchers. For example, this is often the case with damages caused by residents, unauthorized occupants or animals, noise complaints, etc. The Housing Authority

SOURCE OF COMMENT	Question/Comment
	<p>employees response usually is "the contract is between the housing provider and the resident not the housing authority and the housing provider".</p> <p>2. The housing authority personnel often view housing providers as the "bad guy".</p> <p>3. It takes too long for the inspections to be scheduled, conducted and for the apartments to be approved. Smaller apartment communities can not afford the "down time" off the market and the lost revenue.</p> <p>4. During inspections the housing providers are expected to take prompt action but there is little to no follow up with the residents when there are issues reported by the housing providers. And the apartments are not approved at the time of the inspections, unless everything is completed including items which are the residents' responsibilities.</p> <p>5. The wait for the completion of the paperwork and payments is too long. Smaller apartment communities cannot afford to wait for their money.</p> <p>6. Many of our more affordable apartment communities do not use leases but instead use month to month rental contracts. The housing authorities require a lease the first year. This eliminates some of our apartment communities from participating.</p> <p>7. We charge residents for their water, sewer and refuse at all of our apartment communities. It is too difficult for the Housing Authorities to factor these costs into the amounts authorized by them.</p> <p>8. The Housing Authorities do not recognize a superior or more desirable apartment. For example, they do not allow for amenities such as views, pop out windows, corner apartments, vaulted ceilings, differences based on floors, etc. While the rest of the market sees the values in these the Housing Authorities do not, thus down grading the rental rates.</p> <p>9. We require all residents to obtain and maintain their own renters' insurance. Section 8 renters will often not have it or later not maintain it. If it is not maintained, we will terminate a rental contract.</p>

Comments from the Property Owner Meetings on September 11, 2017
THA posed three questions, participants responded then voted on their favorite answers.

1. What does THA do well? Is there something about THA's programs and the people we serve that motivates you to participate in the voucher program?

Afternoon Meeting Responses:

- Payments are received promptly (6 votes)
- Responds efficiently to questions via e-mail and telephone(3 votes)
- Client/Housing Specialist participation/follow-up is fabulous (2 votes)
- Housing Specialists support landlords in enforcing the rules and do so very well (2 votes)
- THA stays up to date with state and city laws
- Appreciates THA's work in providing financial support to vulnerable people in Tacoma (2 votes)

Evening Meeting Responses:

- Communication between THA and landlords is timely, informative and helpful (13 votes)
- On-time and consistent payments (12 votes)
- Appreciates being able to help families to have a safe place to live
- Direct deposit of THA's portion
- 8 years of participation
- The rental listing in the front lobby

2. How could THA improve? What dissatisfies you about the voucher program?

Afternoon Meeting Responses:

- Hold clients accountable for tenant damages to unit for annual and move out (8 votes)
- THA withholds payments when tenant is in non-compliance (i.e. placing holds for missing paperwork, failed inspection marks that are tenant based). Ultimately, hurts the landlord although it is the tenant in non-compliance. (4 votes)
- Inspection issues – picking apart houses that are on program/not treating owners equally (4 votes)
- Fix software issues to ensure clear communication and understanding between landlord and accounting. (4 votes)
- Landlords need to know Section 8 portion on date of move-in (3 votes)
- Vouchers value are too low for current market rent (3 votes)
-
- Return phone calls/poor communication (2 votes)
- Need same policy for public vs. private housing (i.e. occupancy standards are different for voucher holders vs. public housing) (2 votes)
- Recognize remodels and upgrades as higher values in rent for renters (2 votes)

- THA should make more vouchers available so that landlords can refer more clients for immediate assistance (2 votes)
- Require clients to obtain renter's insurance (2 votes)
- Increase utility allowance for landlords who pay water/sewer/trash (2 votes)
- Allowing landlords to post three-day pay or vacate when THA withholds payments (2 votes)
- Varied stands for initial unit inspections (1 vote)
- THA should allow additional methods of rent payments – currently only option is direct deposit in trust accounts (1 vote)
- Review process for income assessment (i.e. calculating tenant portion if income changes)
- Provide more detailed program information about who qualifies, and status of the waitlist (1 vote)
- Build more housing available for private owner residents availability for voucher participants
- Too much paperwork
- Clarity on what information and data is needed for rent changes
- To be proactively updated when changing software or policy
- Too much red tape

Evening Meeting Responses:

- Rent increase requests should be reduced to 30 days notice (13 votes)
- Occasionally payments are received from tenants in 2,3,4 payments in varying amounts as they have funds. It's very inconsistent and time consuming for landlords. If tenant payments were made to THA and then paid out once received in full – that would be easier for landlords (8 votes)
- Tenants are left to landlords for compliance/limited influence over the client (6 votes)
- Payment standards are falling below market rate (5 votes)
- More of a partnership (go-between)/a caseworker for landlords (5 votes)
- Pre-screen/better screening of families (4 votes)
- More lenient on inspections (4 votes)
- Definite commitment for an inspection date when a new tenant applies (3 votes)
- Look to tenant for repairs if they caused them
- Dedicated inspector for initial inspections that would offers (?) their voucher status
- Occupancy standards (i.e. landlord has a renter with a dependent child but only qualifies for a 1 bedroom. It seems to cut costs her voucher was cut as she was moving into the rental)
- Rent increase online form; online forms in general
- Additional occupants living in the home easier to get contracts to them
- You withhold payments though landlords have not failed in their commitment
- No complaints

3. What could THA or the City of Tacoma do to make you more interested or ability to make housing available to low-income families?

Afternoon Meeting Responses:

- Reimbursement to landlords for damages that exceed security deposit (18 votes)
- Hold tenants accountable for property destruction and money owed (15 votes)
- Pay market rents (10 votes)
- City funded deposit assistance (6 votes)

- Educate voucher holders on the reality of renting a house beyond their means (2 votes)
- More senior only housing (2 votes)
- Provide more information on how/who to refer to housing for assistance (1 vote)
- THA visits to properties to provide education and resource referrals (1 vote)
- Ability to raise rents (1 vote)
- Inspections – better enforce tenants responsibility to repair/replace for tenant fails (1 vote)
- Hold tenants responsible for property damage

Evening Meeting Responses:

- Lease with county to reduce property taxes on homes accepting voucher holders (16 votes)
- Allow landlords to pre-certify units as having passed THA inspections so they can advertise “section 8 approved” (10 votes)
- Continue grant opportunities for participating landlords (8 votes)
- THA inspectors report any unauthorized occupants or pets at his/her annual inspection to defer any unauthorized stay (4 votes)
- Educate property owners/and tax cuts/monetary incentives (4 votes)
- More responsibility on tenants (1 vote)
- Require adequate deposits and assure damages to rentals are covered and don’t become a liability to the owner
- City apparent has an ordinance that issues fines to property owners for “repeated” violations. The consider “repeated” violations if violations happen more than once to any of the owners property (i.e. tenant did not mow yard) – housing should implement something similar

VI:C: Description of any planned or ongoing PHA directed evaluations of the demonstration for the overall MTW program or any specific MTW activities, if applicable:

- Children's Savings Account Evaluation: THA has selected the Urban Institute as a third party evaluator for the Children's Savings Account program. The evaluation will monitor THA's progress toward implementing the program. It will also strive to measure THA's performance against the desired program outcomes for students and families in short, intermediate and long term intervals.
- College Housing Assistance Program Evaluation: THA and Tacoma Community College will partner with Temple University on a third-party evaluation regarding housing and food insecurity. The evaluation will occur through 2019.

VI.D: Capital Funds Documents: Electronic copies will be submitted in a separate email because of HUD mailbox limitations.

APPENDICES

Appendix A: Letter of Consistency

Appendix B: Local Asset Management Plan

APPENDIX A: LETTER OF CONSISTENCY



**Tacoma
Community
Redevelopment
Authority**

October 11, 2017

April Black, Deputy Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

RE: Consistency with City of Tacoma's Consolidated Plan
THA's Moving to Work Plan

Dear April:

You requested a determination of consistency with the City of Tacoma's *Consolidated Plan* and support for your proposed Moving to Work (MTW) Annual Plan for 2018. This plan aligns with the Tacoma Housing Authority's initiatives to increase affordable housing options available to voucher holders by encouraging and strengthening relationships between THA and private landlords through an incentives program. THA will continue to utilize flexibility under the Moving to Work program to serve households and entice landlords to participate in programs that increases access to affordable housing in a tightening rental market.

This proposal is consistent with the City of Tacoma's *Consolidated Plan for Housing and Community Development 2015-2019*. This plan is dated May 5, 2015 and was approved by the U.S. Department of Housing & Urban Development (HUD) on July 22, 2015. It is the implementation document for the City's *Comprehensive Plan* and is administered by the City's Housing Division of the Community & Economic Development Department. Specifically, the *Consolidated Plan* places a high priority on not only preserving affordable housing opportunities, but also improving the quality of the housing available to low-income households.

If you have any additional questions or require additional information, please contact me at 253-591-5238, or via e-mail at dmurillo@cityoftacoma.org.

Sincerely,

Daniel Murillo
Housing Division Manager

747 Market Street, Room 900 • Tacoma, WA 98402-3701 • Phone: (253) 591-5086 • Facsimile: (253) 591-5180

APPENDIX B: LOCAL ASSET MANAGEMENT PLAN

A. Background and Introduction

The First Amendment to the Amended and Restated Moving to Work Agreement authorize Tacoma Housing Authority (THA) to design and implement a Local Asset Management Program (LAMP) for its Public Housing Program and describe this program in its Annual MTW Implementation Plan. The term “Public Housing Program” means the operation of properties owned or units in mixed-income communities subsidized under Section 9 of the U.S. Housing Act of 1937, as amended (“1937 Act”) by the Agency that are required by the 1937 Act to be subject to a public housing declaration of trust in favor of HUD. The Agency’s LAMP shall include a description of how it is implementing project-based property management, budgeting, accounting, and financial management and any deviations from HUD’s asset management requirements. Further, the plan describes its cost accounting plan as part of its LAMP, and in doing so it covers the method for accounting for direct and indirect costs for the Section 8 Program as well.

In 2012, THA changed the structure of property management operations in order to achieve greater efficiencies. The new structure is described in Section C below. Since 2007, THA has operated using project-based budgeting with on-site administrative and maintenance personnel responsible for the majority of the tasks associated with managing the properties. THA will modify somewhat the cost approach as described in the previous year’s LAMP. This cost approach continues to eliminate all current allocations and book all indirect revenues and expenses to a Program Support Center and then charges fees to the programs and properties as appropriate.

B. Guiding Principles

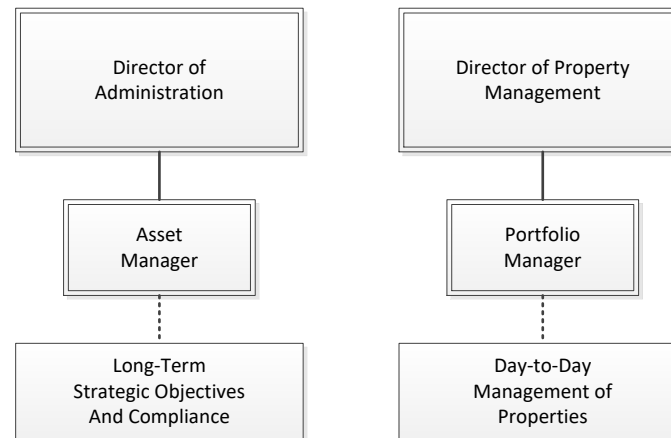
The City of Tacoma established the Tacoma Housing Authority under State of Washington enabling legislation in 1940 through resolution. The resolution states that the City formed the Housing Authority to address a “shortage of safe and sanitary dwelling accommodations in the City of Tacoma, Washington available to persons of low-income at rentals they can afford.” Since then, THA has strived to meet the ever-increasing demands for low-income housing in the Tacoma area. With acceptance into the Moving to Work (MTW) program in 2010, THA took on three additional statutory objectives that further define the Agency’s role on both a local and a national scale. THA is required to keep these objectives in mind through the development of each activity related to MTW, including the development of the LAMP. The three statutory objectives are: 1) reduce cost and achieve greater cost effectiveness in Federal expenditures; 2) give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and 3) increase housing choices for low-income families [Section 204(a) of the 1996 Appropriations Act].

C. Description of Asset-Based Operations

Overview of Organizational Structure

THA's Property Management Department is responsible for the day-to-day operations of THA's portfolio and the Administrative Services Department is responsible for Asset Management and compliance. The chart below shows this relationship and the positions responsible for these management functions.

Figure 1: Organizational Structure



Description of 2018 Plan

Over time, THA has tested out different management groupings to oversee our properties. As we continue to transition to RAD, we have currently settled on two portfolios. . The Salishan properties, consisting of 631 units is one portfolio and has a centralized management group to oversee the seven properties. Six of these are separate Tax Credit entities, with Salishan 7 being a Tax Credit property, remaining under the purview of THA. Our remaining properties, consist of our Hillside properties, along with our Renew Tacoma Housing (RTH) Properties (elderly/diabled and Family). Our RTH properties are the 456 Public Housing units that we transitioned over to RAD and into a consolidated Tax Credit entity in 2016.

Asset and Compliance Management

While the Property Management Department oversees the day-to-day operations of the properties, THA's Asset Management and Compliance Division oversees the long-term strategic objectives of the properties. Having an Asset Management and Compliance Division enables THA to effectively plan for the future, ensure compliance with Local and HUD regulations, and keep the agency's strategic objectives at the forefront when making both operational and strategic decisions. Included within the scope of this division are the following responsibilities:

- Risk Management
- Compliance (file audits, PIC, finding resolution)
- Budget Oversight
- Financial Reporting and Modeling
- Capital Needs Assessment
- Property Performance Review
- Strategic Planning
- Policy Development and Implementation
- Property Procurement Regulation

Property-Level Reporting

THA instituted property-based budgeting and accounting practices in 2007. In 2008, THA Finance staff developed systems and reports to facilitate the onsite management of budgets, expenses, rent collection and receivables, and purchasing; in 2009 the Asset Management division developed reports and financial models to analyze all properties at the project level. Even as we transitioned 9 Public Housing properties to a single tax credit entity under RAD, we still maintain property reporting with the entity.

Maintenance Operations

In accordance with HUD Asset Management guidance, THA instituted a decentralized maintenance program in 2008. During 2011, THA realized efficiencies in the maintenance of its Salishan properties by assigning maintenance personnel to the entire Salishan portfolio, rather than each of the individual properties, even though they belong to separate entities. We have continually updated our approach over time, and have a slotted facilities manager whose responsibility it is to oversee overall asset maintenance.

We currently have four maintenance leads with more technical abilities who oversee assigned staff in each of our management clusters. Staff can be detailed to properties outside of their cluster, if there is a specified need.

Acquisition of Goods

THA has been operating under a decentralized purchasing model for the acquisition of goods. Site staff is primarily responsible for purchasing supplies for the properties they oversee. Purchases are primarily completed through a P-Card system, while in certain circumstances Purchase Orders continue to be used.

Acquisition of Services

While the acquisition of goods is decentralized, the agency has adopted a hybrid approach to the acquisition of its services. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized staff to define scopes of work, and ensuring the work is done properly.

D. Strategic Asset Planning

THA's Asset Management Committee

In 2010, THA formed an Asset Management Committee consisting of key members from the following functional areas in the agency: Finance, Asset Management and Compliance, Property Management, Community Services and Real Estate Development. The committee meets on a routine basis. The standing agenda includes reviewing operational costs at each site, investigating large cost variances between the properties, analyzing property performance metrics, and comparing cost data and operational data to industry standards. THA has also used financial models to compare our metrics to properties managed by private firms. The committee also considers any policy changes having a potential impact on the operation of its properties and decisions regarding property acquisition and disposition. Some examples of policy changes discussed here include adoption of a smoke-free policy and changes to THA's current rent policy and occupancy standards.

The overall purpose of the committee is to ensure that THA makes decisions in a way that fosters appropriate communication between the major functional areas concerned with Asset Management and address related issues and concerns from a holistic perspective.

The cost approach developed by THA as described in the next section of this LAMP allows this committee and others in the agency to make informed decisions concerning the agency's portfolio. The cost approach will clearly show which areas of the agency cost the most to run and which provide the most value to the mission of the agency.

E. Cost Approach

THA's current cost approach is to charge all direct costs related to day-to-day operations to the specific property or program fund and to charge all indirect costs to a central fund (see "Program Support Center" below). The PSC would then earn fees that they charge to the programs they support. Community Service expenses that benefit THA's Affordable Housing clients will be charged out to a direct grant or the Moving to Work program. For purposes of this Cost Approach, properties refer to ones that THA owns or manages and the term program refers to the Rental Assistance and Moving to Work programs administered by THA. In mid-2018, THA will no longer own any Public Housing units outright. We converted our existing ACC Public Housing portfolio to RAD, setting up a new Tax Credit entity. The remaining Public Housing units are owned by our existing Tax Credit entities. We currently manage our Tax Credit Properties.

THA developed this approach for the following reasons:

1. It allows the agency to easily see the costs directly related to the day-to-day operations of a property or program and determine whether the management of that cost center can support itself. Staff managing the programs and properties will be able to easily discern all related administrative and shared costs. Managers will negotiate if costs are determined unreasonable or if the property or program cannot support the proposed fees.
2. One of the goals of the MTW program is to increase administrative efficiency. By charging these costs out as a fee, it will be easier in the future to identify the administrative efficiencies at the program/property level and the indirect costs that support them. The tax credit entity fees paid to THA is based on a % of their Operating Income, and is distributed to the various support areas within THA.

Activity Areas

THA created three separate activity areas in order to track what it costs the agency to support different types of activities in which the agency engages. The three activity areas are:

- Conventional Affordable Housing (MTW)

- Tax Credit Management (MTW)
- Business Activities (Non-MTW)

THA decided to separate MTW activities into Conventional Affordable Housing and Tax Credit Management in order to tell how much it costs to manage its Tax Credit Portfolio versus its other affordable housing programs, including any remaining Housing properties we may manage, and Section 8. THA considers any other activities as Non-MTW activities and the revenues and expenses fall under the Business Activity area.

Program Support Center

Each of the three activity areas (Business Activities, CAH Activities and Tax Credit Activities) will have a Program Support Center (PSC). This is the equivalent of the Central Office Cost Center (COCC) under the HUD Asset Management model and it contains all of the programmatic support costs related to each of the three activity areas. The expenses will be split out to one of the three support centers based on unit equivalency and where the property or program resides to more clearly identify where administrative expenses fall and measure either the profitability or cost to each of the identified areas.

The end of this plan indicates the breakdown of how the administrative cost portion of the PSC will be charged out.

Direct Costs

Any costs that directly and wholly support a particular project or program will be charged as Direct Costs to the respective project or program. The following chart outlines which costs are considered Direct Costs.

Table 1: Direct Costs

Program Area	Cost Type	Comments
Property Management	Personnel Costs	
	Office Rent	
	Insurance	Includes property and liability insurance directly related to the AMP
	Program Support Fees	Fees charged to the properties for administrative overhead and costs allocated out that are not under the direct purview of the managers
	Administrative Costs	Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs
	Maintenance Costs	Includes materials, maintenance personnel costs, and contracts
	Utilities	
	Security	
	Relocation due to Reasonable Accommodation	
	Collection Loss	
	PILOT	
	Debt Service Payments	
	Audit Costs	
Rental Assistance	Personnel Costs	
	Office Rent	
	Insurance	
	Program Support Fees	HUD fees and leasing
	HAP Expenses	
	Audit Costs	
	Administrative Costs	Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs

Indirect Costs (Program Support Fees)

Any indirect costs incurred by THA in support of its properties and programs will be incurred by the Program Support Center. The fees are:

- Administrative Support Fee based on HUD model. This also includes IT, Elderly Service coordinator and leasing cost. We choose not to allocate any costs out to a program or project that is not under their direct control.

Project Support Fee

The Administrative Support Fee will cover the costs of the services provided by the following:

- Executive Department
- Purchasing
- Asset Management, including compliance and Risk management
- Human Resources Department
- Client and Community Services
- Accounting and Financial Services
- Real Estate Management and Improvement and Capital Fund Monitoring
- Information Technology
- Reasonable Accommodations
- Leasing and Elderly Services Coordinator

There will be two separate rates, one for Rental Assistance programs and one for managed housing units (Property Management). The fee charged to Rental Assistance will be charged to all Rental Assistance Baseline units (MTW Vouchers, FUP, NHT, VASH, etc). Our MTW vouchers (other than RAD) and Mod Rehab properties will be charged based on our MTW baseline regardless of occupancy. RAD (50%), and our special program vouchers (FHP, NHT, VASH) will all be charged based on occupancy. . . The following chart shows how these fees are derived. Fees are broken out by department, and are intended to be reflective of the support provided to the two different areas. As most of our managed housing units are tax credit units, and is a % of income, it shows how the majority of the fee would be broken down as far as income for the different administrative areas that support the properties.

Table 2: Administrative Support Fee Components

Administrative Support Fee Components			
Fee	Rental Assistance		Property Mgt.-
Management Fee			
Executive	\$ 2.00	\$ 2.00	
Human Resources	\$ 1.50	\$ 2.00	
PM Overhead (including rent)	2.50	Remaining	
Bookkeeping Fee	6.00	20.00	
Asset Management Fee	-	10.00	
IT Fee	6.5	9.00	
Community Services	2.50	2.50	
Leasing Support		1.50	
Total Fee:	\$ 21.00	\$ 47.00	

Cost Centers

Property Management

Property Management uses of funds includes the Direct Costs and Project Support Fees for all of the properties managed by THA. The Property Management source of funds includes Capital Fund, Tenant Revenue, Operating Subsidy, and Other Revenue.

Rental Assistance

Rental Assistance uses of funds include the Direct Costs and Program Support Fees for all of the voucher programs managed by THA's Rental Assistance Division. These programs include Housing Choice Voucher (HCV), TBRA, SRO/SCO, Project-Based Vouchers, FUP, VASH, NHT,. The sources for Rental Assistance primarily include HAP Revenue and the Administrative Fees paid to the agency by HUD.

In addition to the fees Rental Assistance pays to the Program Support Center, there are other fees paid and earned in this area. All direct costs for all of the Rental Assistance programs will be recorded in our main Section 8 HCV fund in the MTW program. A fee will then be charged to our SRO and non MTW Section 8 programs based on unit equivalencies. This fee will be income earned by the MTW Section 8 HCV program for reimbursement of the expenses incurred by them. The chart below shows the equivalencies used.

Table 3: Rental Assistance Unit Equivalencies

Rental Assistance Unit Equivalencies		
CAH (MTW)	Units Supported	Percentage
Section 8	3543	75.00%
TPV Vouchers	301	6.37%
RAD Vouchers	482	10.20%
Non-MTW	Units Supported	Percentage
SRO	71	1.50%
FUP	50	1.06%
VASH	177	3.75%
NHT	100	2.12%
	4724	100.00%

Community Services

The Community Service department supports all THA's Affordable Housing clientele and assists families to move to Self Sufficiency. As we transition our new Voucher holders over to the Housing Opportunities (HOP) program that is both time limited, and a fixed subsidy program, these services have become more important. Additionally, THA has received a number of grants that provide funding for a variety of services to its clients. The majority of these grants do not come with coverage of administrative overhead. None of the income or expenses for direct grants will be part of the MTW program, but overhead costs not reimbursed by the grants will.

THA's Community Service area has traditionally assisted clients when Property Management staff has requested their assistance to help families remain viable tenants when in crisis. Moving to Work status has allowed the agency to continue that role, along with assisting families in a more pro-active way to move towards self-sufficiency.

THA's Community Service department will either hire caseworkers or collaborate with other agencies to assist families at different levels. Community Services works with families who face hardship and cannot meet minimum rent or lease requirements, prepares them to succeed as tenants, and assists tenants in obtaining skills that allow them to become self-sufficient. THA is proud of this focus. It is what makes us more than a real estate developer, more than a landlord, and more than a manager of rental assistance. This is the work that makes us a social justice agency. This is the work that makes us an MTW housing authority.

In the agency's approach to Community Services for the LAMP, the following applies:

- Income and Expenses directly related to a grant is not included in the MTW area.
- All administrative overhead not covered by these grants are charged to a Community Service fund that tracks all MTW costs.
- The Elderly/Disabled Coordinator funded through the Operating Subsidy is charged out as a portion of the management fee to the elderly/disabled projects.
- The costs for the Community Services staff assisting the agency's Property Management portfolio and MTW Voucher holders, along with the administrative costs associated with it, are charged to a Community Services fund supported by the agency's MTW flexibility.
- Costs for both our Education Initiative and Asset Building Programs that are not covered by grant funds would be paid out of MTW funds.

In taking this approach, it allows the Community Services department to operate as a business activity. It is set up in such a manner that THA's Property Management area must negotiate for the level of service it desires and pays to receive, and the cost is known up front.

Development

THA defines development activities to include modernization of the current portfolio, investigation and design of new affordable and market-rate development opportunities, and administration of the Capital Fund Grant. THA also acts as its own developer in building of affordable housing, and is in the process of expanding its role in the Tacoma community. THA's approach to these activities is to charge any activities related to the current stock of affordable housing or activities funded by the Capital Fund to one of the two MTW activity areas. Any time that THA earns a developer fee as a developer, or performs tasks as either a Public Development Entity (PDE) or a Public Development Authority (PDA), all revenues and expenses will be considered Business Activities (Non-MTW).

Based on historic and projected activities, the agency estimates that Development activities make up approximately 10 – 15 % of the agency support. This figure will be reevaluated annually based on the projects in the pipeline, the funding available to support the activities, and current staffing levels. THA is continually on the lookout for how to increase the affordable housing portfolio, and if opportunities arise, THA intends to use its MTW flexibility for development and rehab of affordable housing units. Additionally, THA has applied for a whole portfolio RAD conversion of its Public Housing portfolio. Our PH stock within THA was converted in 2016, and is now a Tax Credit entity. The remaining Public Housing units are in our existing Salishan and Hillside Communities, which are already tax credit properties. It is anticipated we will be able to convert those remaining units by mid-2017.

Other Considerations

Personnel

Personnel costs are broken out a number of different ways, depending on which program(s) the staff support, where the funding for the positions comes from, and what the function of each position is.

Rent

THA's main office houses the agency's administrative support staff, the Rental Assistance Division and the Real Estate Development Department. We used to break out rent separately as a line item in the budget, and charge the different areas. This is now included in our Management Fee calculations.

Differences – HUD Asset Management vs. THA Local Asset Management

THA is required to describe any differences between the Local Asset Management Program and HUD's asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

1. THA is using a modified fee for service as outlined above. In addition to the fee, there are certain expenses (IT, Leasing, and Elderly service coordinator) that could have been allocated out, but as these expenses are not under the control of the Property Manager we included in the fee structure charged out to the properties.
2. Under this plan, THA renamed its Central Office Cost Center (COCC) to the Program Support Center (PSC) and split it into the three different activity areas. In addition, the PSC will track the program management salaries that cannot be directly attributed to a specific project or program, and therefore would be allocated. The fees will be received in the PSC where the costs that would have been allocated out reside.
3. HUD's rules limit the transfer of cash flow between projects, programs, and business activities. THA intends to use its MTW resources and regulatory flexibility to move its funds and project cash flow among projects that support affordable housing without limitation and to ensure that agency operations best meet THA's mission and serve the agency's low-income clientele.
4. In determining the units to use for the basis of the fee, THA chose to use total units, regardless of occupancy status. This differs from the HUD Asset Management model where Housing Authorities are only allowed to charge management and bookkeeping fees for occupied units in each AMP. THA chose to deviate from the rule for two reasons: 1) THA believes that charging a fee for an unoccupied unit will serve as an incentive to the staff to get the unit leased because the program/property is paying a fee on a unit that is not occupied; and 2) doing so will allow the administrative staff to budget on a known fee amount, along with covering overhead incurred by the agency whether a unit is leased or not.
5. Under the HUD Asset Management Model the COCC financial information is reported as Business Activities. In THA's LAMP, each activity area has its own Program Support Center (PSC), which is the equivalent of the COCC, and the PSC's that support MTW will be included in the MTW Demonstration Program and the Business Activities PSC will be included in Business Activities column on the FDS.

- F. Program Support Center Chart** – The PSC chart is based on the information known at the time of the submission of the plan. There may be some changes that will impact the actual information in 2018.

Program Support Center Allocation Detail

Program Support Center Unit Equivalencies					
Cost Center	Funding Source	CAH (MTW) Unit Equiv.	Tax Credit (MTW) Unit Equiv.	Business Activities (Non-MTW) Unit Equiv.	Total Units
Rental Assistance	Mod Rehab SR0003			30	30
	Mod Rehab SR0002			41	41
	Section 8 Vouchers	3,543			3,543
	Life Manor TPV Vouchers- Roll into MTW 07/01/12	150			150
	Hillside Terrace Relocation Vouchers	103			103
	Wedgewood	48			48
	FUP Vouchers			50	50
	NHT Vouchers			100	100
	VASH Vouchers			177	177
	RTH RAD Vouchers	456			
Property Management: Local Fund Units	Bay Terrace 1 RAD Vouchers	26			
	Salishan 7			90	90
Property Management RTH	RTH1		150		150
	RTH2		162		162
	RTH3		170		170
Property Management-Public Housing Amp's	AMP 6 - Scattered Sites	6			6
Property Management: Tax Credit Partnerships	Hillside Terrace		21		21
	Hillside Terrace 2		25		25
	Hillside Terrace 1500 Blk		16		16
	Bay Terrace 1		70		70
	Bay Terrace 2		74		74
	Salishan 1		90		90
	Salishan 2		90		90
	Salishan 3		90		90
	Salishan 4		90		90
	Salishan 5		90		90
	Salishan 6		90		90
3rd Party Managed - 50 % equivalency	Highland Crest - Should be online by 1/1/18			36.5	73
	James Center North - Unit equivalents estimate- online by 1/1			10	20
	New Look		24		48
	Outrigger Apts.			24.5	49
	Prairie Oaks			7.5	15

Total Units for Allocation purposes		4,332	1,252	567	5,771
Development	THA MTW Support Including CFP - 25%	216			216
	THA as Developer - 75%			649	649
	Unit Equivalents - 15% of Total Units available for allocation	216		649	866
	Total Units/Unit Equivalents - 15% of Units	4,548	1,252	1,216	7,016
Program Support Center Equivalencies (% of All Units)		64.83%	17.85%	17.33%	100%

APPENDIX C: BOARD RESOLUTION TO AMEND 2018 MTW PLAN



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-02-28 (1)

Date: February 28, 2018
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Amendment 1 to THA's 2018 MTW Plan

Each year Tacoma Housing Authority (THA) submits an annual Moving to Work Plan. From time-to-time THA must amend these plans to account for changes that arise. This resolution would approve two amendments to THA's 2018 MTW Plan:

- (1) *HUD has assigned to THA a baseline number of households THA is to serve as a MTW agency. THA will continue to plan to serve substantially this number. This change to THA's MTW acknowledges that, because of Tacoma's steeply rising rental market and THA's flat funding, THA expects to serve 95% of that number;*
- (2) *In previous submissions to HUD, THA states its intention to sell Arlington Drive near Salishan. This change will state THA's intention to retain property at Arlington Drive and use it as a campus to house and serve homeless youth and young adults.*

Background

This resolution seeks approval to submit an amendment to THA's 2018 MTW Plan. The amendment addresses two topics outlined in the following sections 1 and 2:

1. LOWER THE NUMBER OF HOUSEHOLDS THA PLANS TO SERVE WITH ITS FEDERAL FUNDING

The first amendment to the MTW plan would lower THA's expected utilization rate from 100% to 95% of the baseline number of families that in 2010 HUD assigned to THA. HUD expects THA to serve this number every year. THA has been doing that up until last year. This year the rising costs of Tacoma's new, brutal rental market and

continued flat funding make this unsustainable. We come to this proposal after extensive analysis and community consultation. We also have had informal, though very helpful, consultation with our HUD staff. We understand from those discussions that this proposal will be acceptable to HUD as long as we are thoughtful and thorough about our approach and that we adequately explain our choices. This resolution, and the many supporting documents and documentation, do that. They include the 90-page staff analysis the Board received last month, and the record of an extensive community consultation.

Each year THA budgets for its upcoming fiscal year. THA's fiscal year aligns with the calendar year. On December 13, 2017, the THA Board adopted a THA budget for fiscal year 2018. The annual budget reflects an estimate of the expected revenues and expenditures for each of its departments and major programs. The budget denotes strategic choices.

To write a budget, THA must presume on the expenditures necessary for its rental assistance programs. These programs are THA's largest, measured by either persons served or money spent.

The calculation begins with a requirement of the MTW statute. That statute requires that each MTW agency plan to serve "substantially the same" number of families we would serve if we were not MTW. HUD and the MTW agencies have contended over the meaning of this requirement for the past several years. HUD assigns to each MTW agency a "baseline" number of families calculated from the number each agency was serving right before it became an MTW agency. For THA, which became an MTW agency in 2010, our baseline number for 2018 is 4,570.

HUD has recently clarified its view that the requirement to serve "substantially the same" as the baseline number means serving the baseline number. This is called 100% utilization. In the discussions with HUD over its interpretation, THA has offered its legal opinion that HUD's interpretation clashes with the statute. For example, we do not understand how under the statute and case law "substantially the same" can mean the same thing as "same". I attach a copy of my February 2, 2017 letter to HUD offering this view. But our view did not prevail with HUD.

Up to 2017, THA has been able to reach HUD's required 100% utilization rate easily enough. However, beginning in 2017, the steeply rising Tacoma rental market caught up to us. That market had been rising quickly since 2015. Tacoma's rental market is now among the fastest rising in the nation. That market presents two different and reinforcing challenges to our families, our budget and our utilization rate.

First, in response to this rising market, THA has been increasing the value of the rental subsidy for the same number of vouchers in use. This is THA's attempt to keep its voucher competitive in the market. This has direct budget consequences. THA has increased the aggregate amount it has spent on rent payments for the same number of families by \$600,000 each year for the past three years, for an accumulating total increase of \$1.8 million. We have done that by redirecting funds from reserves and other uses. We

do not see an end to the market's rise. For 2018, we expect the rising cost to THA of subsidizing same number of vouchers to be an additional \$625,000. This increase is not sustainable at 100% utilization.

The market has a **second** effect that also lowers utilization. As market vacancies diminish, landlords get fussier. Our families do not compete well against other tenants with stronger credit or rental histories or who have the cash to pay climbing application fees, security deposits or even to prepay rent for several months, all in the competition for apartments. The inability of our families to compete shows in their shopping failure rate. About 40% of our families who receive a new voucher from THA, after waiting years for it, cannot find a landlord willing to rent to them within the 3 months they have to use it. They require extensions of up to another 6 months, and more frequently longer. This keeps vouchers unused longer. As a result, our utilization rate declines.

At the same time, THA has received no increase in funding. Indeed, our funding has been essentially flat since 2013. We do not see any plausible prospect for notable funding increases in 2018 or beyond.

HUD does not adjust the baseline number to account for either these changes in our rental market since 2010 or flat congressional funding. In such a circumstance, the arithmetic tells us that we simply cannot serve the same number of families at such increasing costs with flat funding.

THA has **four** options. I describe them in the next section. The Board considered all of them when adopting the 2018 budget. At the Board's direction, THA's 2018 budget adopts the fourth option. Pursuant to that option, while the budget does fund efforts to try for 100% utilization rate, it presumes that we will end up with a 95% utilization rate. Here are the four options and the reasons why the Board chose the **fourth** one.

I continue to recommend that fourth option. This recommendation is based upon extensive staff analysis. That analysis shows in the 90-page report the Board received last month. This recommendation is also based upon extensive consultations. We have undertaken a wide-ranging consultation with our community: people presently receiving our services; people on out waiting; participating landlords; other housing and service organizations; advocates and legal services; public and elected officials; and foundations. A Section below, and a detailed attachment, recounts the details of who we consulted and what we learned. This proposal is also based on important, though informal, consultation with our HUD partners.

1.1 THA's Four Options and the One We Recommend: the **Fourth One**

1.1.1 First Option: Lower the Value of Vouchers: "Thin the Soup"

We could lower the value of our vouchers to spread the money over more families and perhaps raise our utilization rate. We did this in 2010 in response to that year's Congressional funding shortfalls. Doing that allowed THA to avoid removing anyone from our programs for lack of

funds. THA calls this option “thinning the soup”. This first option would have us thin the soup further and further reduce the value of our voucher. We judge that doing this in 2018 would be a mistake. Our market is much tighter now. Our present voucher values are having trouble competing in the market. Lowering their value further would make them even less competitive and instead may lower rather than raise our utilization rate.

1.1.2 Second Option: Favor Higher Income Households

We could purposefully redirect vouchers away from lower-income households to higher income households. Doing this may increase our utilization rate in two ways. **First**, those higher income households are probably more competitive in the market than lower-income households. **Second**, vouchers for those higher income households cost less because these households pay more of the rent. However, the Board did not favor this option because it would clash directly with THA’s strategic objective that directs us to “focus this assistance to meet the greatest need.”

1.1.3 Third Option: Redirect Money from Other Services and Purposes

THA money on other services and capacities. For example, THA spends \$3.4 million on supportive services, the Education Project, and administrative support. Doing that effectively reduces the number of vouchers we support. I attach a chart showing this. A third option would redirect funds from these other services, support and investments to pay for the increased cost of 100% utilization. We do not propose we do that. We do not propose it for **two** main reasons: (1) Those services are valuable and they increase utilization rates; (2) cannibalizing THA to pay for more vouchers would be sustainable. Here are some details:

(a) THA Should Not Defund Services That are Valuable and That Improve Utilization Rates

THA should not defund services that are valuable and that help to increase utilization rates. These services include the following:

- **THA’S PORTFOLIO OF HOUSING**
THA should not redirect expenditures used to maintain its portfolio. Congress does not fully fund the cost of maintaining our portfolio. Its funding levels has ranged from 80% to 90% of what HUD calculates to be necessary. THA spends dollars to backfill this underfunding. We do not recommend redirecting these dollars from the portfolio to vouchers, for three reasons:
- **RAD REFINANCING REQUIRES THIS FUNDING FOR THE PORTFOLIO**
In our RAD refinancing of the portfolio, the tax credit investors and lenders required THA to commit dollars as a

condition of their investment. While Congress may find underfunding of the portfolio acceptable, these investors and lenders did not. We cannot claw back these dollars without imperiling those investments;

- THA NEEDS TO MAINTAIN THE PORTFOLIO BECAUSE IT SERVES THA NEEDIEST FAMILIES
THA needs to maintain the portfolio in good shape because it serves our neediest families who do not do well in the private rental market even if they had a voucher. These include families who do not speak English, those with disabilities, those with weak credit or rental histories and those who face discriminatory rental practices that exclude them from the private market. To this extent, the portfolio increases the utilization rate more than an equivalent dollar amount spent on vouchers.

- THA NEEDS TO MAINTAIN THE PORTFOLIO AS PART OF ITS GOOD STEWARDSHIP AND ITS OBLIGATION AS A LANDLORD AND NEIGHBOR.
THA needs to maintain the portfolio as part of its obligations to be a good landlord and neighbor. In this way, the portfolio is different than vouchers. It is also not like food stamps, public assistance, Social Security, SSI or Medicaid. The government can provide those types of help until the money runs out and then tell people to go away. When the money runs out on the portfolio, it will still be on the ground the next morning filled with families and next to neighbors to whom THA owes important legal obligations and responsibilities of stewardship.

- SUPPORTIVE SERVICES EXPENDITURES SHOULD CONTINUE
THA should not redirect dollars from supportive services that help our families succeed as tenants. In that way, these services raise our utilization rate.

For example, and for the first time, we are budgeting a landlord-liaison function to help recruit landlords to the voucher program and to help voucher families shop for landlords. Our supportive services intervene when problems arise in a tenancy. This too will help recruit landlords. It will also save tenancies that may otherwise end and keep vouchers in use.

These services also are necessary to THA's mission to serve the neediest. Some families need help to stabilize

because they come to us from homelessness, domestic violence or other trauma. Services make their success as tenants a lot more likely. This also makes them more competitive as they shop for landlords and in that way increases utilization.

These services also drive our mission to help families succeed, not just as tenants, but also as “parents, students, wage earners and builders of assets.”

- (b) THA’s Education Project should continue
THA should not redirect funding from its Education Project. This project is a THA signature initiative. It seeks ways to help the people we house or pay to house succeed in school and help the success of Tacoma schools and colleges in educating low-income students. This project too is central to THA’s mission.
- (c) Real estate development expenditures should continue
THA should not redirect funds from its building and buying of properties. THA is buying or building housing to increase its portfolio of housing. It is urgent that THA do this as Tacoma gentrifies. In five years the only affordable housing in large parts of Tacoma and their only measure of racial and economic integration will be from housing we now succeed in building or buying. We judge that we have 3 to 5 years to do this before the land becomes too expensive. Critically, these purchases or developments will become the only housing in those neighborhoods that will accept THA’s vouchers. We will know that these properties will welcome vouchers because THA will own the properties. In that way, these expenditures are essential to sustain THA’s utilization rate in such a changing market.
- (d) Rapid rehousing expenditures should continue
THA contributes \$1.2 million to Pierce County’s Rapid Rehousing Program to house homeless families with children and homeless young adults without families. These dollars spent on voucher could probably serve a greater number of households. We do not recommend that THA defund this investment. This investment makes THA and its dollars relevant and accessible to people in crisis who otherwise find our mainline voucher and portfolio programs irrelevant to them. If amid their crisis of homelessness they come to our door, we must tell them that we work off of long waiting lists, and that the lists are usually not accepting new applicants. Even if they got lucky and came to us during the rare times when we are accepting applications, we would let them apply but tell them that whether they get on the await list will

depend on them winning the lottery we would conduct. And then the wait would be years. Even if we gave them a voucher on the spot, they would still be months away from housing as they shopped for a landlord. Homeless young people do not even come to our door because they are young and inexperienced and disaffected. These rapid rehousing dollars help THA fulfill its mission to these households, “the neediest”.

- (e) Administrative services expenditures should continue
We spend the money it takes to administer THA and its programs at a good level of competency and customer service. These investments are necessary if we are to attract landlords to rent to voucher families. For this purpose, we are investing a lot of money to improve our IT and on-line services. We are also enhancing our services to voucher families and landlords. For example, THA has created a new position for “landlord liaison services”. We plan to offer subsidies to help voucher families pay application fees and security deposits. We are considering a plan to offer landlords limited damage guarantees.

We must always be mindful that these administrative services and the money they cost are efficient. We have some benchmarks to assure us that they are. **First**, Congress does not fund us at levels that HUD judges it takes to administer the Section 8 program and the portfolio. We use funds to backfill these shortfalls. But we do not backfill our operations to more than what 100% funding would give us. **Second**, we spend only 6 – 9% (depending on the year’s expenditure on real estate development and IT investments) on our back office functions of Finance, Administration, IT, HR and Executive functions. This is well within the normal range, especially for such a heavily regulated business like a housing authority. For example, when we receive or award grants or contract for services, the terms of the grant or contract commonly allow at least 10% and often much more for these administrative services.

- (f) Cannibalizing THA’s Other Services is Not Sustainable
THA should not redirect funds from these expenditures because doing so is not sustainable. Our rental market is increasing our voucher payment costs by \$625,000 a year. We do not see an end in sight. If we cannibalized our other services and capacities at that rate it quickly would so weaken THA that we would not be able to function at acceptable levels of competency and customer service.

1.1.4 Fourth Option: Face the Arithmetic

When the Board approved the 2018 budget, it chose the fourth option. This option would have THA face the arithmetic directly. And this MTW plan amendment would ask HUD to face this arithmetic with us.

That arithmetic tells us that it is impossible to serve the same number of families at such an increasing cost with flat funding. Therefore, while this budget provides services that we hope will get us to 100% utilization, for purposes of devising a balanced budget, THA's 2018 budget proposal presumes on a 95% utilization rate. That rate is about where THA's utilization currently is. If we can stay at that level we will not have to remove any family prematurely from the program.

PLEASE NOTE: THA serves other households that HUD does not count or credit toward our utilization rate. Yet, THA values them anyway and for critical purposes. For example, the budget provides approximately \$1.3 million for special program initiatives:-E.g:

- Rapid rehousing for homeless families
- Housing for unaccompanied youth

Funding for special programs like this represents housing an equivalent of approximately 140 families per year that somehow does not count toward HUD's baseline. If we did count them toward HUD's baseline, it would increase our utilization rate by 3% or so. Also, we house still other families in our properties that receive no HUD funding. Somehow, they do not count either. Counting them would increase our utilization rate even further.

2. RETAIN PROPERTY AT THA's ARLINGTON DRIVE

THA owns a parcel of property on Tacoma's eastside. THA had planned to sell that land for future developments and it told this to HUD when THA redeveloped Salishan. THA now intends to retain property located at 38th and Portland Avenue to provide a Crisis Residential Center (CRC) for housing and social services to assist low-income homeless youth in Pierce County. On the balance of the property, we plan 40 to 60 apartments for rent to homeless young adults' ages 18 to 24 years. I attach a one-page description. The population is either homeless or near homeless; thus by no means exceeding 80% AMI. THA proposes to ask HUD for an exception to the requirement that would otherwise have THA compensate HUD for the retention of the property.

3. EXTENSIVE AND SUPPORTIVE PUBLIC CONSULTATION

THA consulted extensively in our community to seek advice and views on these two possible changes to its housing programs. A detailed memo describes who we consulted and how, and what we learned. The memo is included in the Board Packet. Here is a summary of that public consultation process.

3.1 Utilization Rate Issue Consultation

3.1.1 HOP Participants

THA held two public hearings for Housing Opportunity Program (HOP) participants. THA mailed postcard invitations to all 500 HOP households. 20 people attended. In addition to the meetings, three households provided comment via mail or email. 44% of participants recommended that THA further reduce the value of a voucher, 28% recommended adopting a 95% utilization rate and 22% suggested redirecting money from other areas to pay for rental assistance.

3.1.2 THA Participating Landlords

THA's landlord advisory committee met to advise THA on the possible program changes. THA invited over 500 landlords to this meeting; 12 landlords attended. In addition to the meeting, two landlords provided comments via email. 50% of landlords recommended that THA adopt a 95% utilization rate and the remaining landlords were evenly split among the options to reduce the value of voucher further, redirect money from other areas, and redirect vouchers to higher income households

3.1.3 Households on the Waitlist

THA held one public hearing for households currently on THA's waitlists. THA sent email invitations to 100 random waitlisted households and one household attended the hearing. The household is disabled, currently homeless, and has been waiting for housing since 2013. The waitlisted household favored THA serving 95% of its baseline even if it means waitlisted households will wait longer.

3.1.4 Community Consultation

THA met with more than 50 community organizations, housing and service providers, community partners, advocates, legal services, foundations, and public and elected officials. The great majority of them reported full support of the fourth option of adopting a 95% utilization rate as the best way forward to serve more households.

3.1.5 THA Staff

THA's Policy, Innovation & Evaluation team will host an all-staff meeting on February 21st to discuss the possible program changes. Staff will provide the Board with comments from this meeting at the February 28th board meeting.

3.2 Arlington Drive Youth Campus Consultation

THA undertook a very robust effort to consult with a wide array of community voices to elicit views on using Arlington Drive to house and serve homeless youth without families and homeless young adults. We engaged a highly capable communication firm to help us do this. We consulted with neighboring homeowners and renters; businesses, churches and service providers. We consulted with City and County and State public and elected officials, including the judiciary. Most notably, we consulted with formerly homeless youth, whose voices are generally absent from such discussions. We consulted individually and in groups. We also convened a very successful Advisory Group for the purpose. The community is supportive of THA retaining this property and using it to house and serve youth and young adults.

We received nearly unanimous support for the proposal. I also attach an October 23, 2017 letter of support from the Mayor of the City of Tacoma. The support from the public is most evident in the commitment from the City and County for at least \$1 million and from the state of at least \$3 million to help finance the construction.

Recommendation

I recommend the Board approve this resolution authorizing me to ask HUD to approve the following two amendments to THA's 2018 MTW Plan:

- Adopt a 95% Moving to Work baseline utilization target. This will require amending "Section II. B Leasing Information" of the 2018 MTW Plan; and
- Retain THA's property at Arlington Drive. This will require amending "Section II. A. Changes in Housing Stock" of the 2018 MTW Plan.

With this authorization I would submit an amendment to THA's 2018 MTW Plan.



TACOMA HOUSING AUTHORITY

RESOLUTION 2018-02-28 (1) (2018 MTW Plan Amendment)

WHEREAS, The MTW Plan is required by HUD; and

WHEREAS, The purpose of the MTW Plan is to establish local goals and objectives for the fiscal year; and

WHEREAS, Rising rental costs in Tacoma's rental market and stagnant HUD funding make it hard for THA to serve the same number of families with flat funding; and

WHEREAS, THA owns property referred to as Arlington Drive. THA had planned to sell this land for future developments, and THA seeks to retain the property to provide a Crisis Residential Center (CRC) and rental housing for housing and social services to assist low income homeless youth without families and homeless young adults; and

WHEREAS, THA's Board of Commissioners must approve any changes proposed to HUD; now, therefore, be it

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

THA's Executive Director is authorized to submit proposals to HUD to amend THA 2018 MTW Plan in two ways:

- Adopt a 95% Moving to Work baseline utilization target. This will require amending "Section II. B Leasing Information" of the 2018 MTW Plan; and
- Retain THA's property at Arlington Drive. This will require amending "Section II. A. Changes in Housing Stock" of the 2018 MTW Plan.

Approved: February 28, 2018

Janis Flauding, Chair

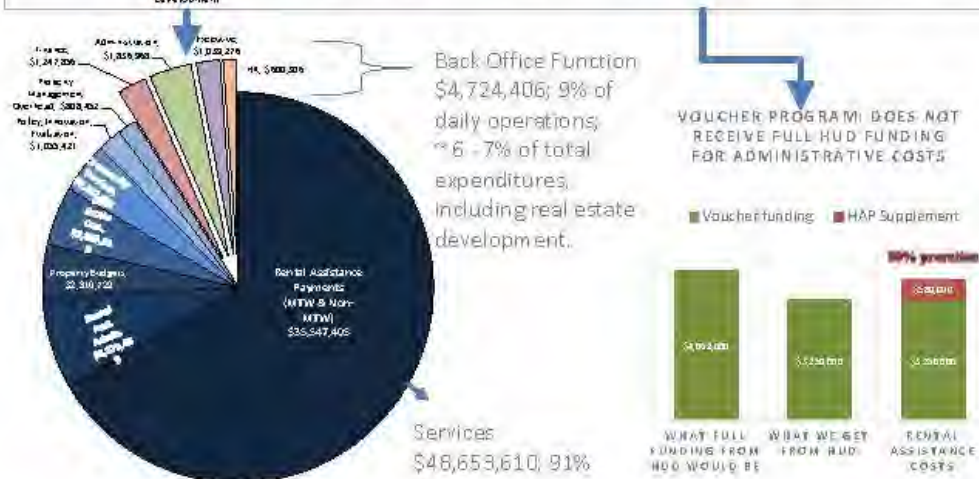
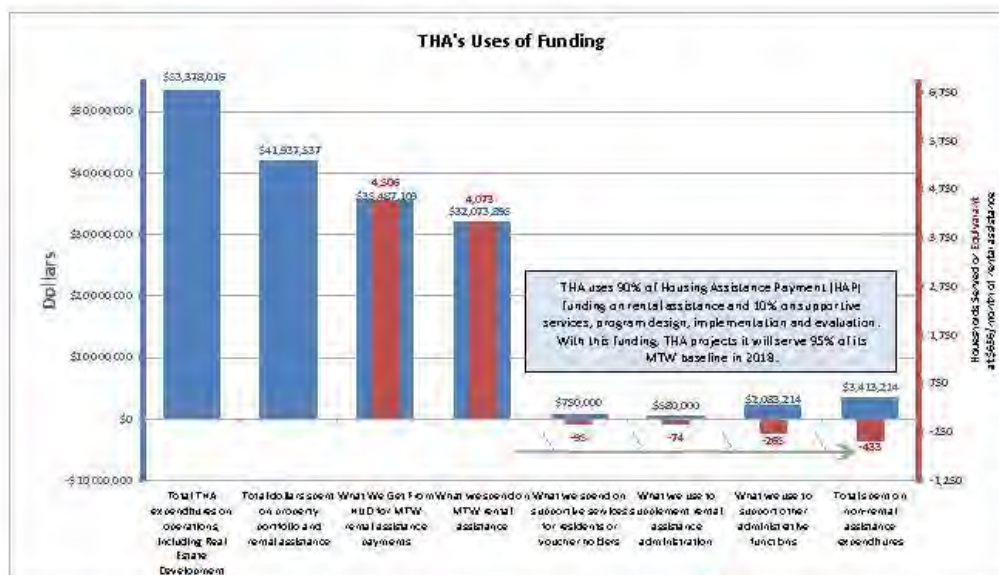


TACOMA HOUSING AUTHORITY

THA USES OF FUNDING

February 7, 2018

This document illustrates the choices THA faces when allocating its housing resources to housing and related purposes.





TACOMA HOUSING AUTHORITY

Michael Mira
Executive Director

BOARD OF COMMISSIONERS

Dr. Arthur C. Banks, Chair
Janis Flauding, Vice Chair
Stanley Rumbaugh
Minh Anh Hodge
Derek Young

February 21, 2017

By email: mtw-info@hmd.gov

Moving to Work Office
Office of Public and Indian Housing
Department of Housing and Urban Development
451 Seventh Street SW, Room 4130
Washington, DC 20410-0001

RE: Request for Comments and Recommendations on a Revised Methodology To Track the Extent to Which Moving to Work Agencies Continue To Serve Substantially the Same Number of Eligible Families

Docket No: FR-5958-N-01

To Whom It May Concern:

On December 20, 2016 your office invited comments and recommendations “on developing a revised methodology to be used to track the extent to which Public Housing Agencies (PHAs) in the Moving to Work (MTW) Demonstration Program are meeting the statutory requirement . . . to serve substantially the same [StS] number of families had they not combined their funds under the MTW Demonstration Program.” 81 Fed. Reg. 92836. Thank you for your invitation. The Steering Committee representing the 39 MTW agencies will be submitting comments on behalf of the Tacoma Housing Authority (THA) and the other MTW agencies. For that reason, I will not repeat those comments. Instead, on THA’s behalf, I write to offer some more general observations and comments, and perhaps some emphasis. In particular, THA seeks to anchor the analysis firmly where it belongs: in the governing statutes and Congressional directives. I trust that this will be helpful to a federal executive department that is governed by those statutes and directives and beholden to take them very seriously. In these ways, please consider this letter as a supplement to the letter of the Steering Committee.

1. Congress Has Precluded Changes to the MTW Contract Without PHA Agreement

I first note that Congress in 2015 directed HUD to extend our MTW contracts “under the same terms and conditions . . . except for any changes . . . mutually agreed upon” by HUD and an MTW agency. Section 239 of the FY 2016 Appropriations Act. This provision expressly precludes HUD’s proposal to unilaterally change the contract with a new StS definition of its own devising. This means

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that HUD should redirect this StS issue from a regulatory imposition to one to be negotiated with the MTW agencies. HUD should find this redirection congenial enough. It has repeatedly promised a meaningful consultation on this StS topic. A collaborative approach will also lead to a better resolution. Such a resolution would be fully informed by the local agencies, which know their communities best. This is especially important for an issue like StS that is so dependent for its meaning and effect on local markets and local needs. The redirection of this matter to a negotiation will also have the advantage of complying with this Congressional directive, thus avoiding any legal uncertainty that would otherwise arise from HUD's unilateral imposition. That legal advantage should be decisive.

2. HUD, By Statute, Must Accord PHAs "Maximum" Flexibility, Especially Those PHAs that are MTW and Particularly in the Interpretation of the "Substantially the Same" Provision

Congress has directed HUD to give PHAs "maximum" flexibility in the administration of the federal programs that PHAs are asked to administer. Congress did this on several occasions and in various ways for all PHAs, MTW or non-MTW. It fortified this expectation in the creation of the MTW program in particular, the signature feature of which is programmatic and financial flexibility. Congress also built local flexibility into the recent 10-year extension of the MTW contracts, which HUD cannot change without the consent of the MTW agency. Most pertinent to this StS discussion, Congress wrote this flexibility into the formulation of StS. These principles must govern, in process and content, any redefinition of the StS requirement.

2.1 Congressional General Mandate for Maximum Flexibility for PHAs

Congress has made clear that HUD must accord PHAs a "maximum amount of responsibility and flexibility" in the administration of federal programs. Congress has built this flexibility into the foundational statute that governs the nation's public housing programs, the Section 8 program, the MTW Program, and most other programs PHAs are asked to administer. That statute reads in pertinent part as follows:

It is the policy of the United States—

(1) to promote the general welfare of the Nation by employing the funds and credit of the Nation, as provided in this chapter—

(A) to assist States and political subdivisions of States to remedy the unsafe housing conditions and the acute shortage of decent and safe dwellings for low-income families;

(B) to assist States and political subdivisions of States to address the shortage of housing affordable to low-income families; and

(C) consistent with the objectives of this subchapter, to vest in public housing agencies that perform well, **the maximum amount of responsibility and flexibility in program**

administration, with appropriate accountability to public housing residents, localities, and the general public;
[42 U.S.C. § 1437(a)][emphasis added].

Subsections (A) and (B) further make clear that the focus of the work is for the “States and political subdivision of States” to undertake, and that HUD’s job is merely “to assist”. This state and local focus reinforces the imperative for “maximum” flexibility under subsection (C). A state and local focus would not be meaningful without “maximum” flexibility to allow States and PHAs to account for local markets and needs.

Congress has not been satisfied that HUD has taken this directive seriously. In 1998, for example, Congress found that HUD’s “method of overseeing every aspect of public housing by detailed and complex statutes and regulations has aggravated the problem and has placed excessive administrative burdens on [PHAs]”. Pub. L. 105-276, Title V, § 502.

2.2 Congress Created the MTW to Increase PHA Flexibility

When it created the MTW program, Congress included a more specific expectation that HUD would grant additional flexibility to participating PHAs. This supplements the “maximum” flexibility well-performing PHAs should already have under 42 U.S.C. § 1437(a). Congress imbedded separate, additional flexibility into the MTW program. This shows in several ways, starting with its purpose:

(a) Purpose. The purpose of this demonstration is to give public housing agencies and the Secretary of Housing and Urban Development the **flexibility to design and test various approaches for providing and administering housing assistance** that: reduce cost and achieve greater cost effectiveness in Federal expenditures; give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and increase housing choices for low-income families.
[42 U.S.C. § 1437 note][emphasis added]

The intended flexibility for PHAs also shows in the very broad programmatic and financial flexibility an MTW agency has:

(b) Program authority. . . . Under the demonstration, . . . an agency may combine operating assistance provided under section 9 of the United States Housing Act of 1937 [42 USCS § 1437g], modernization assistance provided under section 14 of such Act [42 USCS § 1437l], and assistance provided under section 8 of such Act for the certificate and voucher programs, to provide housing assistance for low-income families, as defined in section 3(b)(2) of the United States Housing Act of 1937 [42 USCS § 1437a(b)(2)], and services to facilitate the transition to work on such terms and conditions as the agency may propose and the Secretary may approve.
[42 USCS § 1437 note]

Congress further strengthened the focus on local flexibility by requiring MTW agencies to consult locally when submitting their applications:

(c) Application. An application to participate in the demonstration--

...

(2) shall be submitted only after the public housing agency provides for **citizen participation** through a public hearing and, if appropriate, other means; [and]

(3) shall include a plan developed by the agency that takes into account comments from the **public hearing and any other public comments** on the proposed program, and **comments from current and prospective residents** who would be affected

[42 USCS § 1437 note.][emphasis added]

If this local consultation is to have a serious and substantive influence on local MTW initiatives, then HUD cannot impose national and wholesale directives. HUD is too remote from the locality. Its national responsibilities are too preoccupying. Its data is too far behind the local markets. Its information is too indirect. And even if its directives were correct in specific cases, their regulatory imposition would strip meaning and any collaborative quality from the local consultations.

2.3 Congress's StS Formulation Confers An Added Flexibility

Congress formulated the StS requirement to confer an added flexibility. This shows in the MTW statute in two ways.

First, Congress's use of the word "substantially" denotes an ample flexibility to serve a fewer number of families than a MTW agency would otherwise serve as a non-MTW agency, especially when doing so serves the purposes of the program.

To give a proper meaning to the term "substantially," its dictionary definition is instructive. "Substantial" means "considerable in quantity; significantly great", "not imaginary or illusory", "considerable in amount, value, or worth" or "being largely but not wholly that which is specified". Merriam-Webster, On-Line Dictionary (2015)(<http://www.merriam-webster.com/>). This allows a flexible deviation from "the same" number of eligible families.

The courts have understood use of that the word "substantially" in the same way. *See In re Federated Dept. Stores, Inc.*, 170 B.R. 331, 342 (S.D. Ohio 1994) (noting activity was not required "to be conducted exactly the same after as before . . . or the word substantially would not have been used" (internal quotations omitted); *I.A.M. Nat'l Pension Fund Ben. Plan A v. Cooper Indus., Inc.*, 635 F. Supp. 335, 337-38, 340 (D.D.C. 1986) (noting the "folly of attempting to endow" some "precise meaning" to the "nebulous phraseology" of a provision that hinged on whether purchaser of business made "substantially the same number" of pension contributions as before), *rev'd on other grounds*, 825 F.2d 415 (D.C. Cir. 1987).

More informatively, federal courts and federal agencies have interpreted the phrase “substantially the same number” to allow deviations of **20 to 30 percent** when other purposes are being served. *See, e.g.*, 47 C.F.R. § 73.3571(k)(1) (allowing for modification of broadcast facilities so long as service is provided “to substantially the same number of persons,” meaning it “must not result in a decrease of more than 20 percent”); *I.A.M.*, 635 F. Supp. at 339-40 (affirming determination that purchase of business would need to result in a “70 percent contribution decline” before failing to maintain “substantially the same number” of contributions); *Federated Dept. Stores*, 170 B.R. at 342-43 (business was “substantially the same” as before acquisition notwithstanding, among other factors, 50 percent reduction in employees).

This interpretation of the word “substantially” also matches HUD’s use in related housing laws. For example, the Fair Housing Act defines “handicap”, in part, as “a physical or mental impairment which **substantially** limits one or more of such person’s major life activities. . . .” 42 U.S.C. § 3602(h)(i) (emphasis added). This law and HUD’s interpretation of this law do not require the impairment, in order to qualify as a “handicap”, to leave a person even mostly disabled. Conditions well short of full incapacity would count as a “substantial” limitation. As another example, under the Section 8 Substantial Rehabilitation program, HUD flexibly defines “substantial rehabilitation,” in part, as follows: “Substantial rehabilitation may vary in degree from gutting and extensive reconstruction to the cure of substantial accumulation of deferred maintenance Substantial rehabilitation may also include renovation, alteration or remodeling for the conversion or adaptation of structurally sound property to the design and condition required for use under this part or the repair or replacement of major building systems or components in danger of failure.” 24 C.F.R. § 881.201. In this way, HUD interprets “substantial” rehabilitation to mean something considerably less than an “entire” or “complete” rehabilitation.

The Congressional intention to confer flexibility by its use of the word “substantially” is further evident from the use of stronger words in the MTW statute when Congress meant to limit flexibility, including:

(E) **assuring** that housing assisted under the demonstration program meets housing quality standards established or approved by the Secretary.
[42 U.S.C. § 1437 note, section (c)(3)][emphasis added].

Likewise, when Congress intended a strict numerical requirement it said so:

(A) families to be assisted, which shall require that at least **75 percent** of the families assisted by participating demonstration public housing authorities shall be very low-income families, as defined in section 3(b)(2) of the United States Housing Act of 1937 [42 USCS § 1437a(b)(2)]
[42 U.S.C. § 1437 note, section (c)(3)][emphasis added].

In contrast, Congress defined the StS requirement in a way to require only a loose equivalence in a framework of flexibility that does not allow for the imposition of a national formulation.

The **second** way Congress infused the StS requirement with local flexibility is by making it, not a national numerical quota for HUD to define and impose by regulation, but instead only an initial planning requirement for the local MTW agency. Congress did this expressly:

(c) Application. An application to participate in the demonstration--

...
(3) shall include a **plan developed by the agency** that takes into account comments from the public hearing and any other public comments on the proposed program, and comments from current and prospective residents who would be affected, and that includes criteria for—
...

(C) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; ...
[42 U.S.C. § 1437 note][emphasis added]

HUD's role is limited to approving that plan. In this way, HUD's role in the matter is less direct. It is certainly not directive.

3. Any StS Methodology Must Allow for Local Flexibility to Make Some Hard Local Choices

All this is especially pertinent to the formulation suggested in the notice. In ways that the Steering Committee's letter recounts, that requirement, if it is to be meaningful, must be intimately related to local factors that HUD cannot judge or define nationally. These factors include the local cost of rental housing, the local cost of construction and management, and the local need for supportive services if people are to use the PHA's housing. Most importantly, the StS requirement must allow for the local judgment to make hard choices on how best to serve poor people in a brutal local housing market, especially in the face of the local effects of Congressional budget cuts and the need to manage them. The number of families served of course remains a fundamental metric. But it is not the only metric and it is not the only interest or value at stake. There are others. They are all as rooted in THA's MTW mission as the number of families we serve. And they are all in peril. Protecting them in hard markets and with inadequate funding requires some hard choices that a national StS requirement will not solve.

Here are some examples that illustrate how hard these choices can be and how necessary it is to make them locally.

- *The Challenge of a Brutal Rental Housing Market*

In Tacoma, voucher participants are having trouble using their voucher. The rental markets are very tight. THA can respond to this in a variety of ways that we are considering. Short of adequate Congressional funding, there is no one right response. All the possible responses inflict consequences on other important goals and values. For example, one problem is that Tacoma rents are rising fast. The relative value of our

vouchers and available housing choices are thus decreasing. In response, THA can increase the value of the vouchers so they can pay more in rent. That might help. Yet, if we did that we would serve fewer households because we get only so much money from HUD. Another problem is that when vacancy rates are low, as now, landlords can be very choosy. Our voucher families do not compete well with other families with stronger credit and rental histories. THA can respond in ways that may help but that also cost money and that reduce the number of families we serve. For example, we are thinking of offering landlords incentive bonuses or damage guarantees. We have created a Landlord Liaison staff position to recruit landlords. We also invest a lot of money in staff supportive services to help tenants, especially those with special needs or weak credit or rental histories, find and keep landlords. We have found that in our market, this increases the effectiveness of our program. The money all this costs means we serve fewer people than we would serve if we reserved the money for direct rental assistance, much of which would then go unused for lack of these supports.

- *The Value of Real Estate Development*

In another response to our market, THA seeks to build or buy apartment buildings. Doing this means that at least those apartments will be available choices for voucher holders. This is especially useful to do in parts of town where vouchers do not work. In this way, we would not only provide housing that would welcome the vouchers but do so in a way and in places that would bring a measure of racial and economic integration that the private rental market has kept segregated or is resegregating. Doing this entails a broad array of real estate development strategies that a rigid StS national formulation could not likely flex to allow: project basing vouchers; buying appropriate apartment buildings; building them; buying them and fixing them up; development partnerships with other available and suitable organizations. This may require us to amass section 8 dollars for the purpose. THA also seeks partnerships with nonprofits in the area. THA would contribute dollars necessary to get the property built or on-line and available and affordable long term to low-income families. THA would hope its contribution would be less than what it would cost to build new or less than the cost of a project based voucher. Yet if it results in 100 new such units, for example, the lowered contribution would make this a bargain for us. We need a StS formulation that gives us full credit for all 100 units and recognizes such deals as the successes they are.

- *The Cost of Voucher Administration and the Need to Do It Well*

HUD does not fully fund what it acknowledges to be the cost of administering the voucher program. It provides a proration that is usually closer to 80% of costs. THA backfills those losses with money that might otherwise be available to pay for rental assistance. Yet we do this for reasons that in other ways increase the number of families we serve or the services we provide, especially to high needs families. **First**, we have found that if we are to attract landlords, our level of customer service needs to meet their expectations. This is especially important in our tight rental markets.

Second, the participants in our programs present more than their share of special needs. This requires work to meet these needs in an effective and respectful way. All this takes money that a focus on numbers of households served does not capture.

- *Building, Buying and Maintaining the Rental Housing Portfolio, Either Public Housing or RAD; The Value of Place Based Investments*

Similarly, HUD does not fully fund what it acknowledges to be the full cost of building or managing a housing portfolio, whether public housing or public housing units converted to project based section 8 financing under HUD's Rental Assistance Demonstration program (RAD). The long term underfunding of these operating and capital costs is part of the national crisis. THA, like other MTW agencies, backfills these losses. We do that with money that could pay for rental assistance for an increased number of families. Some StS formulations would penalize these expenditures in the calculation of how many families we serve. That would be extremely shortsighted and would overlook the particular circumstances THA faces. It would also clash with HUD's other directives concerning the portfolio.

It would be shortsighted because the housing portfolio is valuable. **First**, the portfolio is different from vouchers, public assistance, food stamps, Medicaid or SSI. The government can distribute these forms of assistance until the money runs out and then tell people to go away. When the money runs out on the portfolio, it will still be on the ground the next morning full of families and next to neighbors to whom THA owes important legal responsibilities. **Second**, the portfolio is how THA serves its neediest households. These are households that do not do well on the private rental market even with a voucher. These include seniors, disabled persons, families coming from trauma like domestic violence or homelessness, families that do not speak English, and families of color who have learned that the rental market does not welcome them as it would if they were white. HUD should know this well since it is the source of much of the data on the lingering extent of unlawful discrimination in the nation's rental market.

Third, the portfolio is also how THA can bring cost-effective investment to particular neighborhoods in our area that need the investment. Part of our job is find ways to invest that serve the much greater number of poor households who will never even be able to get on our waiting list because we do not have the money to serve them directly. Instead, we seek to spend our money not only to house people but also to improve neighborhoods. THA's investments in these placed-based strategies are important. Building, buying and rebuilding housing is how we invest in poor neighborhoods. In these ways, the portfolio is worth growing and preserving even at the cost of directly serving fewer families than otherwise.

HUD should recognize this imperative to invest adequately in the portfolio since it insists that we do so. This insistence shows in several ways. **First**, HUD requires

PHAs to comply with housing standards under the REAC program. It inspects us to make sure we do it. It lets us know when we fall short. It scores us. It penalizes PHAs that fall notably short. **Second**, HUD has encouraged PHAs to convert their public housing units under RAD. THA has done this. As part of that refinancing, THA was obliged to contractually commit extra section 8 dollars to supplement the inadequate appropriations from HUD. We could have used those extra dollars to serve more rental assistance families. If HUD now adopts a StS formulation that penalizes us for doing what RAD requires of us, we will need help to understand why.

These investments are important in the ways that I recount. As I also noted, they clash with the need to serve more families. But the clash is not direct and these investments ultimately increase the number of families served over the long term. The best way to understand this increase uses the concept of unit-years. Imagine a portfolio of 100 units. Imagine further that it is in poor shape so that each unit has a functional remaining life span of 5 years. That portfolio then has 500 unit-years. The PHA has some choices to make. It can forego any investment in maintenance, use the money instead to pay rental assistance to serve other families, and lose the units in 5 years (further burdening the neighborhood). Alternatively, the PHA can invest in the portfolio's capital needs and increase its life span to 30 years. This will increase the unit-years to 3,000. In this way, if HUD wants some numerical formulation to capture the number of families served it should include the concept of unit-years to recognize the value of these investments in the portfolio.

- *The Value of Supportive Services*

THA invests significant dollars in supportive services for people on our voucher program and who live in our housing. This investment costs money. This cost is especially inescapable in a service-poor community like Tacoma where THA must provide some services directly since no one else will. Yet, this investment means that THA serves fewer people than otherwise would be the case if we spent the money on rental assistance. We recognize the trade-off but value the investment in supportive services for two reasons. HUD should recognize both reasons since they coincide with other MTW objectives.

First, we provide supportive services because we house people who will not succeed as tenants or voucher holders unless they get help. These might be seniors or disabled persons who need help to remain independent. These might be parents coming to us from domestic violence, drug addiction, or homelessness. They need services to stabilize. Services make their stabilization a lot more likely. Doing this is part of our focus on the neediest populations. In this way, these services are a necessary companion to the housing we provide. It directly serves the MTW statutory objective to "increase housing choices for low-income families". See 42 U.S.C. § 1437 note, section (a).

Second, we provide supportive services to help people succeed not just as tenants but also, as THA's mission statement contemplates, as "parents, students, wage earners and builders of assets." We want our housing programs to be a transforming experience in these ways, and temporary. We want this certainly for grown-ups. We want it emphatically for children because we do not wish them to need our housing when they grow up. This explains THA's investment in its Education Project. This project is an experiment in how to spend housing dollars not just to house someone but to get two other things done: help their children succeed in school; and help the schools that serve low-income children. When it works, it is a very good use of a housing dollar. HUD has recognized THA's work in this way.

These are the services that make us more than a landlord and more than a paper shuffler that runs rental assistance programs. These are the services that make us a social justice agency and allow us to pursue the MTW statutory purposes of providing help and "incentives to families with children where the head of household is working, seeking work, or is preparing for work" and to "increase housing choices for low-income families." See 42 U.S.C. § 1437 note; section (a). We need a StS formulation that values these services as much as the MTW statute does. An inflexible focus on the number of families served will weaken the MTW statute's own mandate.

- *The Value of Non-Traditional Forms of Rental Assistance and Shallow Subsidies*

THA offers some non-traditional forms of rental assistance. We do this as part of the experimentation that the MTW program is designed to encourage. We do some of it in response to HUD's research and data. We also do it for important policy reasons. We would regret a StS formulation that penalizes us for it.

For example, we have programs that offer a shallower rental subsidy than a regular housing voucher would provide or that would have the household bear a higher rent burden measured as a percentage of their income. Yet some of HUD's possible StS formulations would penalize us for this by not giving us full credit for serving these households. This would be a serious mistake. Shallow subsidy programs can be good policy choices in a number of circumstances. **First**, we use them as part of a rapid rehousing program. HUD should recognize this since HUD is the source of much of the nation's research and design for such programs. We have relied on HUD's data to make our choices. **Second**, shallower subsidies may also be a way to account for extensive local need. One strategy in the face of such need is to "thin the soup" with shallower subsidies so we can serve more families. If HUD's proposed StS formulations would not give the PHA full credit for serving those families it would force us to pay full subsidy to a fewer number of lucky people who can get one of our vouchers. Yet it would sacrifice the interest of other families who presently get nothing but who would be pleased to get a voucher, even at shallower subsidy levels. **Third**, part of our rental formula uses fixed subsidies. We do that to reward work and remove the disincentive to increasing income. It may also mean that a person who does not

work will get a lower subsidy than he would get under the normal rules. This serves the MTW statutory purpose to give “incentives to . . . obtain employment and become economically self-sufficient.” 42 U.S.C. § 1437 note section (a). **Fourth**, some subsidies may appear shallow because a voucher holder has chosen to rent a higher priced home and to pay the extra costs from his or her own funds. THA does not preclude or discourage these individual choices. Allowing them furthers the MTW statutory purpose to “increase housing choices for low-income families.” 42 U.S.C. § 1437 note, section (a).

We must note that the MTW statute does not require HUD to discount credit for shallower subsidies. The statute asks only that we serve substantially the same number of families. It does not require that we serve them at a certain affordability or subsidy level. We also note that non-MTW housing authorities receive full credit for households paying well more than 30% of their income as rent. We do not know why MTW authorities should receive only partial credit. We have asked HUD to explain this.

Some of HUD’s proposed formulations would appear to give full credit for serving families whose rent burden is lower than some set percentage of income. There is an odd danger to such a formulation. It would encourage a PHA to serve higher income families whose rent burden would be less than the set percentage and who would take up fewer subsidy dollars. This would penalize THA for its focus on serving the neediest. We would be sorry to face a penalty for that reason.

If HUD’s StS formula discounts the value of a shallower subsidy or, more oddly, penalizes THA because the family has a higher rent burden, then it should give credit for the other ways that we serve families through supportive services, construction, and property maintenance.

Finally, some operational problems would result if HUD tried to discount the credit for households receiving shallower subsidies or paying a higher rent burden. It would be complicated to do. We must ask if HUD’s data systems are adequate for the task. Applying the formulation yearly to shifting data would prevent us from projecting year to year, making planning and budgeting harder than it already is.

I mention these examples only to point out that the policy choices they denote are hard. A choice determines not only how many people we serve, but how needy they are, where they live, and which of their service needs we can meet and whether we should try to meet them. We might not make some choices like fixed or shallow subsidies if we did not face an affordable housing crisis in Tacoma or if we were adequately funded to meet it. But we must make these choices with the money we have and the local need and the local market we face. We also note that a choice can be the right one and still not be an occasion to celebrate. We also know there is no choice that serves some purposes of the MTW program without costs to other important purposes and values also imbedded in the MTW program. HUD faces the same hard choices if it tries to formulate a StS requirement. The

appropriate answers for HUD and for the MTW agencies must arise from a local judgment about local needs and local markets. That too is an MTW value.

The local flexibility we need still leaves HUD with a meaningful oversight role. If HUD has informed objections to such policies, let us remember that HUD can withhold approval of the proposed activity. That ability to withhold approval would elicit the necessary policy discussion that considers the pertinent local factors. That oversight role conforms to the role envisioned for HUD under the Housing Act of 1937 “to assist” and under the MTW statute to “approve” local plans. That more limited role also conforms to the limits on HUD’s data and operational capacity. What should be clear to all of us is that HUD should not prejudge and preclude any initiative issue wholesale and in advance for all agencies nationwide.

4. Any Methodology Must Account for Funding Levels and Funding Cuts

Whatever the StS formulation, it must fully account for funding levels and funding cuts. For example, in 2017 Congress has funded PHAs at a 95% proration for the section 8 programs. This should show in a commensurate reduction in the baseline number of families we would serve in the denominator of the formulation that HUD seems to be envisioning.


On a related note, this seems like a very bad time to be contemplating such a notable change in the MTW program. We all – HUD and the MTW agencies - may be on the eve of more budget cuts and other program changes. HUD’s operational capacity to administer a new StS regime will likely diminish further as a result of those cuts and the current federal hiring freezes. HUD should at least wait until such matters are clearer.

I hope these comments are helpful.

Thank you for inviting them.

Cordially,

TACOMA HOUSING AUTHORITY



Michael Mirra
Executive Director

Cc: Steering Committee



TACOMA HOUSING AUTHORITY

ARLINGTON DRIVE CAMPUS for HOMELESS YOUTH WITHOUT FAMILIES and HOMELESS YOUNG ADULTS

Last Revised March 1, 2017

NEED FOR HOUSING SERVICES

- In 2016, over 1,070 Pierce County youth were homeless without families.
- Pierce County exports them to other counties.
- These young people face high risks of drug abuse, sex trafficking, violence, and greatly diminished prospects for an education, an occupation and a successful adulthood.

Hey my names [REDACTED] & I'm looking for help asap I don't know what to do or where to turn. I have no place to stay and have no cash for a place to rent. I've tryed asking everyone I know for help and I have noone,,, I'm 19 years old and I have a lil bit of mental health with anxiety attacks, being in a social group I get very closterfobic, I have PTSD I get bad flash backs, & I also have bad health ... So it don't help that I have no help at all and I'm staying in a [tent] outside and the weather is very bad condition and I don't have very many things no clothes or stuff to clean up and shower with. I'm very in a bad state of mind with this whole homeless thing. I hope to hear from you with maybe some sort of good news.

Thank you & god bless.
- email to THA [November 5, 2015]

PROPOSED PROJECT

- 12 bed Crisis Residential Center/HOPE beds for ages 12 to 17 (will serve >\$00 youth a year)
- 40 apartments to rent for homeless young adults age 18 to 24
- Supportive services
- Employment and training, with social enterprises and entrepreneurial training space
- Administrative offices for Community Youth Services
- Walking distance to a middle school, East Tacoma Community Center (in development), a regional health clinic and the prospective site of Bates East Tacoma Campus.



COST AND FINANCING: Cost: \$23 million; Likely Financing Sources:

City of Tacoma	Pierce County	Tax Credit Investor Equity
Tacoma Housing Authority	State of Washington	Commercial Debt

PARTNERS



City of Tacoma
WASHINGTON



Contact:

Michael Mirra, Tacoma Housing Authority
(253) 207-4429; mmirra@tacomahousing.org



City of Tacoma

Mayor Victoria R. Woodards

February 21, 2018

Mr. Michael Mirra, Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael:

Thank you for presenting to the City Council in its February 20, 2018 Study Session. That presentation along with our other discussions has helped the City understand the difficult choices that the Tacoma Housing Authority (THA) faces. The City is well aware of our rising rental market. Its effects show in the public health emergency that the City declared because of the rising number of homeless persons. The effects show in the increasing rent burden placed on households and on those organizations that attempt to serve them with rental assistance. The City appreciates all of THA's efforts to address this problem.

The City understands THA's dilemma. It cannot continue to serve the same number of households at the increasing costs necessary to keep up with our rental market when your federal funding remains flat. We also understand the related choices THA faces to design its programs to account for these increasing costs but also to consider the many more people who are waiting a turn to receive your assistance. These present hard choices.

We appreciate THA's efforts to consult with a wide array of community voices to inform its choices. Of the choices that we understand THA faces we support the following:

1. THA should acknowledge that what our rental market is telling us: that THA cannot adequately serve the same number of families without additional funding. I understand this number to be a HUD assigned baseline. But THA should budget to a lower number. Your proposal to target 95% of the HUD baseline seems reasonable. I urge you to choose a number or consider other program changes that would make the new baseline reasonably stable in a way that does not require THA periodically to terminate households from its programs as our rental market continues to rise.

The City does not favor the alternatives you mentioned. It does not favor redirecting dollars from other THA's programs, such as its real estate development work, its Education Project, or its supportive services. All of these

747 Market Street, Room 1200, Tacoma, Washington 98402-3766, (253) 594-7848, FAX (253) 591-5123

Mr. Michael Mirra
February 21, 2018
Page Two

are critical. It does not favor weakening THA's administrative capacity to manage its programs. We have full confidence that the money THA spends on its administrative capacity is both necessary and efficient. We also realize that any such redirection to these alternatives would only be a temporary solution in the face of continuing rental increases. Such a temporary solution is not worth weakening THA's other programs or its administrative capacity.

2. To make this 95% target sustainable, we recommend that THA continue with its fixed subsidy for HOP participants and that it move the legacy Section 8 Voucher population to fixed subsidies. This would serve two purposes. First, since the flat subsidy is a lower subsidy it will allow THA to serve more families. This appears to be a good companion step to the lowered baseline to make that lowered baseline more stable and sustainable. Second, we favor the fixed subsidy for the incentive it offers to a family to increase its earned income.
3. The City supports THA in its enforcement of the current 5-year time limit for work-able households. This time limit gives those households another incentive to increase their earned income. Importantly, it also gives other households a turn at receiving the assistance. For the same reason, we support transitioning the work-able households on the legacy Section 8 program to the 5-year time limit.

The City of Tacoma has full confidence in THA's work and in its judgment as it faces the difficult choices in this hard rental market. THA has the City's full support.

Cordially,



Victoria R. Woodards
Mayor



RECEIVED

OCT 30 2017

Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405
www.tacomahousing.org

City of Tacoma

Mayor Marilyn Strickland

October 23, 2017

Mr. Michael Mirra, Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Mr. Mirra,


I am pleased to extend this letter of support for the New Directions Crisis Residential Center planned for the Salishan neighborhood. The center will serve one of the most vulnerable populations in Tacoma, youth aged 12 to 17 years old, who are experiencing crisis or conflicts in their home environment or have no place to stay. Family crisis is one of the top contributing factors to homelessness in Pierce County, and six percent of our homeless population is unaccompanied youth and young adults. The time is now to expand youth crisis services in our community so we can help those young people most at risk.

The planned New Directions Crisis Residential Center will be a modern, 12-bed facility operating 24 hours a day, seven days a week to provide shelter, meals, case management, counseling, education assistance, transportation, service referrals and other activities for up to 15 days. Staff will work with the youth toward family reconciliation or transfer to safe, stable housing. This facility provides an innovative service model that will be a tremendous benefit to our community.

I am proud of the outstanding work of the Tacoma Housing Authority throughout the city, but especially for the Salishan neighborhood. This housing development on the east side of Tacoma is a shining example of top quality housing that has attracted families with a wide range of incomes. This partnership between THA, the City of Tacoma and Pierce County, with support from Housing and Urban Development for the new crisis center will add a valuable service in the Salishan community that will complement the existing programs.

I look forward to further collaboration with THA and to the opening of the New Directions Crisis Residential Center.

Sincerely,


Marilyn Strickland
Mayor, City of Tacoma

747 Market Street, Room 1200, Tacoma, Washington 98402-3766, (253) 594-7848, FAX (253) 591-5123

The Bamford Foundation

February 21, 2018

Attn: Michael Mirra, Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael,

Thank you for sharing with community members the situation that Tacoma Housing Authority is facing that requires you to make a difficult decision regarding the inequity between the value of rental housing vouchers and the rising number of people needing rental assistance. A number of systemic issues are contributing to an environment that negatively impacts a great number of people living in our city, and we appreciate THA reaching out to the larger community to seek input on a decision that THA is taking very seriously.

On behalf of the Bamford Foundation, a family foundation who lends support to local organizations – including Tacoma Housing Authority education programs - and initiatives who use the power of education to help individuals and families transform their lives and contribute to the quality of life in Tacoma, I am writing to offer our support to Tacoma Housing Authority in making the decision they feel best serves the needs of our community, knowing that they are truly dedicated to supporting individuals, families and communities impacted by poverty in our city. The proposed option to pursue a 95% utilization rate in order to maintain a balanced budget for the organization is reasonable and is based on thoughtful planning.

It is our hope that despite the very challenging conditions of our current housing and rental market, that Tacoma Housing Authority and all of its community partners can continue to build support for sustainable and effective change and access to high quality housing, education and living wage employment for people and families in our community.

Thank you,

Holly Bamford Hunt
Bamford Foundation

The purpose of the Bamford Foundation is to improve the quality of life of individuals and to strengthen their communities, primarily in Tacoma, Washington and the South Puget Sound area of the Pacific Northwest.

P.O. Box 2274, Tacoma WA 98401-2274 253-620-4743 info@bamfordfoundation.org

Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405



Dear Michael:

Thank you for providing a comprehensive and fact-filled overview of Tacoma Housing Authority's upcoming decision regarding the inequity between the value of rental vouchers and the rising numbers of people needing housing assistance. We appreciate your commitment to including community voice and input.

Greater Tacoma Community Foundation supports THA in making the decision that best serves our community. We understand the challenges facing THA are complex. Your proposal to pursue a 95% utilization rate for the purposes of devising a balanced budget is reasonable and thoughtful.

Sincerely,

Kathi Littmann
President & CEO
Greater Tacoma Community Foundation



Connecting people and fostering independence through innovative and affordable housing, because everyone needs a place to call home.

February 12, 2018

Michael Mirra, Executive Director
Tacoma Housing Authority
902 South 'L' Street
Tacoma, WA 98405

Dear Michael:

Thank you, to you and your team, for the detailed presentation at the Tacoma/Pierce County Affordable Housing Consortium's Board meeting on January 25th, 2018. The materials you provided were comprehensive, inclusive and presented in a manner that allowed us to fully comprehend what the Tacoma Housing Authority has been accomplishing, the current environment of the rental and housing market, and the challenges facing your organization. The Tacoma Housing Authority staff members who worked on gathering the extensive data and statistics for this packet should be commended for their hard work and attention to detail.

Michael, thank you for patiently taking us through the data and the scenarios facing the Tacoma Housing Authority and for providing clarification for any questions that were asked. As a small nonprofit serving low-income clients experiencing homelessness in Tacoma and Greater Pierce County, all of us at Shared Housing Services recognizes an increasing inequity between median household income and current rental prices. Adding in historically low inventories of available rental units only compounds the situation of the shrinking availability of affordable housing in our area.

This letter is to show support for the Tacoma Housing Authority's proposal to adopt a 95% utilization rate as a plan towards attaining a balanced budget. We feel the other avenues discussed at the meeting such as redirecting dollars from other programs and resources is unwise and unsustainable and will only weaken the Tacoma Housing Authority's ability to serve community members needing affordable housing in the future. We also support continuing the current 5-year time limit for workable households as well as for transitioning workable households currently receiving Section 8 vouchers to the Housing Opportunity Program's fixed-subsidy with a 5-year time limit.

Please let your Board of Commissioners know our deep level of appreciation for the commitment, innovation, and inclusiveness of community partners by the Tacoma Housing Authority in this process as well as in the organization's service to low-income households in our community.

Sincerely,

Mark Merrill
Executive Director

901 S 11th Street, Tacoma, WA 98405-4533
Phone (253) 272-1532 · Fax (253) 272-0315 · shstacomapc@harbornet.com
shared housingservices.org · 501(C) 3 Non-Profit Organization



Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael:

Your February 14 presentation at the Greater Tacoma Community Foundation struck feels all too familiar. Rising rents and stagnant wages is the key challenge for our team at Sound Outreach, but framed in terms of flat funding from HUD for THA clients puts it into perspective in terms of scale, and how it affects our low income neighbors.

Sound Outreach provides high-quality financial counseling, employment coaching to high-wage employment pathways. We maintain a strong partnership with a CDFI credit union to connect our program participants to beneficial financial products that make it less expensive to be poor. We see our efforts to align well with housing support, and as such are proud to be strengthening our partnership with THA. We are working closely to help recipients of its rental assistance identify career pathways and find employment so that they are ready when their assistance ends after 5 years.

I really appreciate the effort THA is taking to consult widely in the community and to seek advice on the choices it faces. The scope of your consultation was evident in the meeting. Present were the Tacoma Mayor, the Pierce County Executive, a Pierce County Councilmember, senior directors and managers of the area's major service providers, philanthropic organizations, educational institutions, and other leading voices. We also appreciate the close study THA has made of the many factors in this complicated situation and your willingness to open up and share your approach and thinking. It was illuminating to sit with you and Aley personally to go through the challenges you are facing.

Of the choices that we understand THA faces we support the following:

1. THA should plan on serving 95% of its baseline number of households. We do not favor redirecting dollars from other vital purposes to try and increase this number. As we see it, any increase from such a redirection would only be temporary until the rising rental market overwhelmed it. Such a temporary increase is not worth weakening THA's other services or capacities. We think this 95% target is a reasonable acknowledgement of your basic problem: THA cannot serve the same number of families at increasing cost with flat funding.
2. We think the next question is how THA can maintain even the 95% utilization level. To allow for this THA should continue with its fixed subsidy for HOP participants and should transition the legacy Section 8 Voucher population to fixed subsidies. We support this for two main reasons. First, the flat subsidy is a lower subsidy and will allow THA to serve more families. This seems a necessary step if THA is to have a plausible chance to maintain the 95% utilization level. Second, we favor the fixed

South Sound Outreach is a 501(c)(3) nonprofit organization. All contributions are tax-deductible to the extent allowed by law. EID: 91-3741624.
1106 Martin Luther King Jr. Way • Tacoma, WA 98405 phone 253.593.2111 fax 253.593.3620 www.soundsoundoutreach.org

subsidy because it provides an incentive to a family to increase its earned income. It does this by removing the disincentive built into the income based subsidy of the regular Section 8 program.

At the same time, we ask THA to carefully consider keeping elderly and disabled persons on the income based subsidy or at least a fixed subsidy level that recognizes that they will not be able to increase their earned income.

3. We support THA enforcing its current 5-year time limit for work-able households. This time limit gives those households another incentive to increase their earned income. It also gives other households a turn at receiving the assistance. For the same reason, we support transitioning the work-able households on the legacy Section 8 program to the 5-year time limit. Sound Outreach is ready to assist with employment coaching and Financial Counseling to help as many of these clients to be able to succeed beyond the life-span of their vouchers.

It is clear THA enjoys widespread community support. It has a track record of innovative approaches to disrupting poverty and must maintain funding for these approaches. It is lean and effective in its use of limited resources and there is pretty clearly nowhere else to cut. We have confidence in its expertise and values, and desire that THA always serve the client demographic that aligns with your mission.

These are difficult choices facing the THA Board. Please let your Commissioners know that THA has a strong partner in Sound Outreach, and that we are committed to seeing your clients grow their financial assets to move from stability to prosperity.

Sincerely,



Jeff Klein, Executive Director

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621 Tacoma Ave. S. #313
Tacoma, WA 98402
253-627-0949

January 30, 2018

mmirra@tacomahousing.org

Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

RE: THA's Budget and Policy Choices

Dear Michael:

Thank you for your presentation on January 25th to the Board of the Tacoma-Pierce County Affordable Housing Consortium. We understand the difficult choices that THA faces in trying to manage Tacoma's increasing rental market with flat funding. We also understand that the situation and the available choices challenge THA to find a reasonable balance among competing interests and values.

I write to express the Board's preference and support for some of the choices you explained. In stating our preferences, we also wish to express our confidence in THA and its Board of Commissioners. We are confident that you know this community well. We appreciate your focus on the needs of not only the people you serve but the needs of the much greater number you are not able to serve. Consortium members see those people every day in our own work. We are also confident in the competence and efficiency of your administration. But most importantly, we are confident in THA's commitment to its social justice mission.

With that confidence, we favor the following approaches for THA:

- We favor THA's adoption of a 95% utilization rate. We do not support trying to serve more families by further lowering the value of your rental subsidy, redirecting your assistance to higher income families, or redirecting dollars from your other valuable programs. We also have confidence that THA is prudent and efficient in its administration.
- We support THA continuing with its fixed subsidy of its Housing Opportunity Program but only for work-able households. We favor the fixed subsidy because, while it offers a somewhat lower subsidy, doing this allows THA to serve more families. We think of this as spreading the limited dollars more widely while still providing a valuable rental assistance. We also like how a fixed subsidy removes the disincentive to work. We do favor switching elderly and disabled households back to the income based rent because those households cannot work.

- We support THA's continuing with its 5 year time limits for work-able households. We recognize that most households may not be ready to return to the unsubsidized rental market. But a 5-year time limit serves the two purposes THA sought to serve when it instituted them: The 5-year limit gives these families an incentive to increase their earned income. The main value, however, that we see in a 5-year time limit is that it gives other families a turn to receive your assistance. That is only fair.

- We ask THA to examine how it can provide more effective supportive services to these families to help them increase their earned income. You may wish to require them to engage in such services.

- We also favor THA shifting the households on the old Section 8 Voucher program to your HOP program. The main value for doing this is that it will increase the number of families THA can serve.

We understand that these choices are difficult. We very much appreciate that you would share the burden of the choice with us by asking for our advice. If you need further help explaining your choices to HUD or to others, please call on us.

Respectfully,

TACOMA PIERCE COUNTY AFFORDABLE HOUSING
CONSORTIUM



LUA PRITCHARD
Board Chair



OFFICE OF THE CHANCELLOR
UNIVERSITY of WASHINGTON | TACOMA

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February 22, 2018

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Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405
www.tacomahousing.org

Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael:

Thank you for providing such a thoughtful, clear, and comprehensive overview of Tacoma Housing Authority's upcoming decision regarding the inequity between the value of rental vouchers and the rising numbers of people needing housing assistance. I think the entire audience in attendance was sympathetic to the tough choices that lie before you and your agency. We, as a community, are firmly behind your thinking and possible strategies moving forward. I wanted to document my personal support for your work in our community and ensure you that UW Tacoma will also be pleased to continue to partner with you in this important effort. We appreciate your willingness to involve the community by gathering input for these important decision points approaching.

The proposal you outlined that would pursue a 95% utilization rate for the purposes of balancing the annual budget seemed both reasonable and thoughtful.

Sincerely,

Mark A. Pagano
Chancellor

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Pierce County

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February 26, 2018

Michael Mirra, Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael:

We appreciate the invitation to hear the presentation on the funding situation the Tacoma Housing Authority is facing. It was a comprehensive and fact-filled overview of Tacoma Housing Authority's upcoming decision regarding the inequity between the value of rental vouchers and the rising numbers of people needing housing assistance. We appreciate your commitment to including community voice and input.

As the presentation pointed out, the choices are difficult. THA can reduce the value of the rent subsidy further, they can redirect voucher to higher income households who cost less to serve, they can redirect money from other programs to pay for rental assistance (reduce development projects, supportive services, and education efforts), or they can maintain rental subsidy levels but serve fewer households. All of these will result in harm to those in need and undoubtedly will result in more families moving into homelessness.

This is a difficult decision for all involved. There is much need in our community and limited resources. We appreciate that THA is attempting to make a decision that best serves our community. We support the proposal to pursue a 95% utilization rate for the purposes of devising a balanced budget as reasonable and thoughtful.

Sincerely,

Bruce F. Dammeier,
Pierce County Executive

Connie Ladenburg, Council Member
Chair of Select Committee on Human Services



1501 Pacific Avenue
Suite 400
Tacoma, WA 98402

(253) 272-4263
www.uwpc.org
Dial 2-1-1 for help

February 23, 2018
Michael Mirra
Executive Director
Tacoma Housing Authority
902 South L Street
Tacoma, WA 98405

Dear Michael:

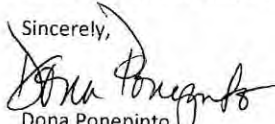
Thank you for providing a comprehensive overview of the Tacoma Housing Authority's upcoming decision regarding inequity between the value of rental vouchers and the rising number of people that need housing assistance. It helped me and every one present to better understand the difficult choices that the Tacoma Housing Authority (THA) faces.

United Way of Pierce County's focus is on efforts to lift more families out of poverty and move to financial stability. We know that a home is the foundation of financial stability, but the cost of renting is a financial burden to so many households. Especially, ALICE households. ALICE stands for Asset Limited, Income Constrained, Employed. These families are getting up every day and working one or two jobs and still can't make ends meet. In Pierce County, 36% of the 302,000 households are ALICE.

At THA, I know that you and your team are doing everything to provide families housing and other supportive services they need. I also know how tough it is to make decisions that, at the end of the day, may negatively impact some families in our community.

That said, United Way of Pierce County supports THA making the decision that best serves our community. We understand the challenges facing THA are complex and we support your proposal to pursue 95 percent utilization rate in order to balance your budget.

Sincerely,



Dona Ponopinto
President and CEO

Arlington Drive Consultation Notes

Arlington Drive Community Consultation Notes
February 22, 2018

1 | Page

Eastside Residents and Community Groups

Arlington Drive Community Consultation Notes
February 22, 2018

2 | Page

Community Outreach Meeting Summary

Organization Name	Fab-5
Contact Name	Kenji Stoll
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Chair of Peace & Justice Ministry
Date Met	July 3, 2017
Staff/Youth Present	No
Population Served	Youth
MMC Staff Name	
City	Tacoma, Washington
Interest in further participation	Yes – Assistance in serving as a bridge between arts community in Tacoma and homeless youth
Organization Notes:	<p>Fab-5 created the L.I.F.E. program — an intensive series of urban arts workshops designed to allow youth to develop and explore their unique voices through a variety of different mediums via music (DJ-ing/music production) movement (breakdancing) and visual arts (legal graffiti art) workshops.</p> <p>Working on community engagement project through arts with youth for the new Eastside Community Center.</p>
Programming/Events/Offerings/Initiatives related to youth	

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- Youth homelessness in Tacoma is a longstanding issue
- The city is late in addressing youth homelessness
- Couch surfing is not counted as homelessness any more

What are some bright spots about the East Side?

- A lot of creative energy on the East Side
- The East Side is the most diverse community in the city

What are some things that you would like to see changed about the East Side?

- Little support for the creative energy. People are mostly doing things on their own without any resources to do so.
- More access to food/grocery store.

What are your hopes about this community development?

- That the resources that youth need will be there
- That this place will not fall down and be successful
- That the leader will be receptive to change
- That the community will be receptive to the project
- Culturally sensitive activation
- POC representing and engaging communities

What are some concerns about this project:

- Poor public transportation in the area.
- How will transportation affect youth ability to get jobs etc?
- 7-11 the only option for kinds of food that youth eat

What are some programs you believe youth could benefit from?

- Job development
- Mental health support
- Positive social relationship support
- Creative expression
- Library

Interest in being part of the project:

- "This is the first time our voice is being solicited with a project."
- Our input has not been sought in the past

What does THA need to consider?

- Cultural relevancy
- Amenities do not equate to "community owned."
- Show up as partners and not representatives of the power structure
- Regulations on housing are too restrictive: Guests...smoking...etc
- Listen, be engaged and interested in learning
- People are perceptive about lip service
- Be mindful about top-down approach

What should Tacoma Housing Authority's top priority when implementing this project?

- More "authentic" outreach to young artists should happen
-

- In the past organizations have solicited “community voice” only to go off and do what they intend to do anyway.
- Work to eliminate stigma by not isolating youth

How would you like to continue being involved?

- Available to support youth

Recommendations for THA:

- Discontinue cookie-cutter programs
- Community engagement team needs to ensure that community voice is present
- For community meetings, consider reducing barriers in ways such as providing transportation
- People who feel valued will be more engaged.
- Let people know that their time is valued
- Solicit approval: do not use people’s ideas without their consent
- Coffee shop feels repetitive and cookie-cutter (Kids do not really drink coffee)
- Is the coffee shop more about income generation than engagement?
- Activate space for external service providers
- Focus on integrity of work and not just checking boxes
- Translation services during meetings
- Signage at campus should be in different languages
- Consider eco art

Concerns about the project:

- Community inclusion
- Attentiveness to needs of youth
- Are undocumented youth being provided equal opportunities?

Recommendations for interviews:

- Bethlehem Church Boys & Girls
- El Camino
- Stand for Children

Community Outreach Meeting Summary

Organization Name	N/A
Contact Name	Kristy J.
Contact Position	E.S. Resident
Staff Conducting Interview	Nissana
Date Met	7/24/2017
Staff/Youth Present	N/A
Population Served	N/A
City	E.S Tacoma
Interest in further participation	Would like to learn more about the project as it gets implemented
Organization Notes:	N/A
Programming/Events/Offerings/	N/A

Themes and Takeaways

- Teacher at Northeast Tacoma
- Eastside resident for several years.
- Resources – need more information

Areas of Concern

- Conflict-safety for kids in the area, making sure the environment remains safe, elementary schools close by; kids approached by homeless youth
 - Marijuana – location of Arlington, access to drugs
- Has kids and it is important that this campus is safe
- Community's response – not many people have heard of it, plans are always in communities with minorities, example of shelter for sex offenders, no information for the community, decisions are being made without community's input.
- Business community's response – not sure

Arlington Drive Community Consultation Notes
February 22, 2018

6 | Page

What do you know about homelessness in Tacoma?

- Don't really see it too much but know it's a problem
- Church – hosting families for a week and they move, with children

ES neighborhood – perceptions

- Change – poverty, many living in poverty; getting more people more aware of what's going on in the community
- Bright spots – people generally know their neighbors, sense of community, could be better.

Challenges to be considered

- Need to that it is safe for people that being served and surrounding folks
- That this campus must be safe
- What makes it safe – must be staffed adequately and security, knowing who should be there and who shouldn't

Hopes

- To have faith based orgs to have access to provide services
- Youth have access to education and opportunities to get job skills

How should THA involve the community?

- Get big orgs and businesses in there to donate their services and products
 - Ex: Salon or barbershop to offer free haircuts

How to be involved

- Once it is established, volunteer time – teaching, music

Community Outreach Meeting Summary

Organization Name	First Creek Neighbors Group
Contact Name	Stephanie Smith
Contact Position	President/organizer of the First Creek Neighbors
Staff Conducting Briefing	Brian Scott, Kathy McCormick, Gabriel Silberblatt
Date Met	11/1/17
Staff/Youth Present	N/A
Population Served	Neighborhood residents (outside Salishan)
City	Tacoma

Themes and Takeaways

Kathy and Brian provided an overview of the Arlington campus plans and talked about the populations to be served on the site.

Approximately 15 neighborhood residents listened to the presentation.

Brian facilitated a conversation revolving around residents' questions, fears, and hopes for the Arlington campus.

Questions

- How long will a typical youth stay at the CRC? Versus at the apartment units?
- Where are kids coming from? Only Tacoma or County-wide?
- What are the screening requirements for these youth?
- Will the rental housing units be furnished?

Fears

- Some concern that this campus will be bad for the First Creek neighborhood and Eastside's reputation within the City.
- One individual expressed concern about criminal behavior on this campus.
- Several participants fear that the campus will get a bad reputation because of corrupting outside influences that will be drawn to the populations being served.

- One resident mentioned that there are already some people living informally on the site and worried that this will continue

Hopes

- Several residents noted that Arlington seems like a unique opportunity to get kids “out of the pipeline” on the way toward homelessness. Seems to be addressing a root cause of adult homelessness.
- Residents agreed that it would be critical for THA/CYS to be providing job training and GED certificate counseling on site so that these young people can become more self-sufficient.
- Several members voiced the hope that Arlington residents find some way to utilize the Portland Ave Community Center, which is just down the road and could use more community involvement.

Community Outreach Meeting Summary

Organization Name	n/a
Contact Name	Taiana T.
Contact Position	E.S Resident
Staff Conducting Interview	Nissana
Date Met	7/30/17
Staff/Youth Present	n/a
Population Served	ES Tacoma Residents
City	E.S Tacoma
Interest in further participation	Yes, wants to volunteer on campus
Organization Notes:	n/a
Programming/Events/Offerings/	n/a

Themes and Takeaways

Project Awareness

- Never heard of this project before but excited to hear more

Expectations

- Keep programs going
- That we continue to use the state's (THA) money and do good for our kids. "Kids are the future of our country." (Resident)
- For community groups to mobilize and come together around community issues. Cultural groups are too isolated and tend to come together around their own issues. Need to step out of their own community

Resources To Bring To Project

- Will do anything to help with the project as a volunteer

Areas of Conflict

- People in the neighborhood might not like the idea

Knowledge and Perceptions of Homelessness In Tacoma

- “bad”, see teenagers walking near Emerald Queen Casino, providing them with resources is a good start
- See homeless students at school she volunteers at; students get angry and it isn’t their fault; kids are supposed to be happy

Bright Spots of the Eastside

- The casino bringing people to the area
- New Salishan development and the beautiful buildings; now neat
- Was part of a walking tour with another community leader and see the difference from what it was to what it is now

Challenges of the Eastside

- Want a new grocery store
- Families need variety of food options; the one across from Arlington is good but need a regular store

Implementation Considerations

- Open campus to other community groups and community kids such as have programming that includes high school kids in the area; don’t make Arlington too special and exclusive to specific youth if it is intended to be a community space for all
- Reach out to all churches and faith based convening spaces because that is where you’ll reach different cultural groups

Services, Resources, Activities to Provide

- Church service should take place there
- Sports activities, tutoring
- Different companies engaging with the youth and the mission i.e, Safeway Store
- College students engaging with youth through programming and tutoring

Hopes

- That it will work for ALL community members, that we all support and are proud of this project
- That THA will continue to reach out to churches to get them involved with the community

YMCA Back To School Parade & Resource Fair Summary

Date of Fair: September 5, 2017

Location: First Creek Middle School

BDS/THA Representatives: Nissana Nov & Jackie St. Louis

Visitors to Booth: 39

🚩 Why do you love the East Side?

- "It's warm and sunny."
- "The diversity."
- "It's beautiful"
- "It's a nice place."
- "Because we love families."
- "Because you can make friends here."
- "It's like an ordinary neighborhood."
- "It's perfect."

🚩 What would you like to see changed about the East Side?

- "It's too ghetto."
- We need a pool, skate park and public football fields

🚩 What are your recommendations for the developers of the Arlington Drive Campus?

- "It needs to have some kind of gaming tournament."
- Have lots of activities that the community can get involved in

🚩 Questions:

- "How can job seekers find out about opportunities at the Arlington Drive campus?"

Arlington Drive Community Consultation Notes
February 22, 2018

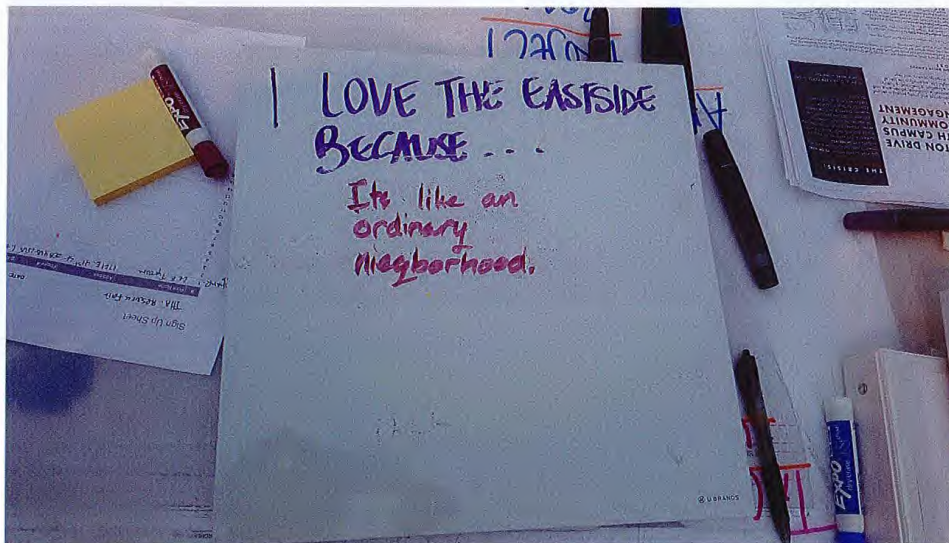
12 | Page



Arlington Drive Community Consultation Notes
February 22, 2018



Arlington Drive Community Consultation Notes
February 22, 2018



Arlington Drive Community Consultation Notes
February 22, 2018

Community Outreach Meeting Summary

Organization Name	Salishan Association HOA
Contact Name	Kathleen Olsen
Contact Position	Community Relations Manager- Salishan Association
Staff Conducting Interview	Gabriel Silberblatt
Date Met	9/12/17 4-hour drop-in session at the Salishan Association
Staff/Youth Present	N/A
Population Served	Salishan Residents
City	Tacoma

Themes and Takeaways

- A woman (and her husband) who works as a guidance counselor at a local middle school came in to learn more. She was very supportive of the campus concept and asked if I would keep her informed so she can be helpful.
- I had a long, productive conversation with Janet Petersen about the campus and her desire to stay involved in the ongoing engagement.
- Stephanie Smith ([First Creek Neighbors Group](#)) came in to express some of her concerns about the campus, most notably the introduction of what she referred to as "high-density housing" to the neighborhood (referring to the rental housing component), her group has been instrumental in advocating for single family homes in Eastside. After a long conversation about the campus plans, we agreed that she would relay the campus information to her group and collect their questions for us. We agreed that it would be good to have myself and someone from THA eventually come to one of their meetings to have a conversation about these questions so we can make sure that this campus is good for everyone in Eastside. Overall the conversation had a productive and positive tone.

Faith Based Groups

Community Outreach Meeting Summary

Organization Name	Eastside Baptist Youth Group
Contact Name	Reverend Arthur Banks
Contact Position	Reverend
Staff Conducting Interview	Nissana
Date Met	7/30/17
Staff/Youth Present	Five Youth ages 12-13
Population Served	n/a
City	E.S Tacoma
Interest in further participation	Reverend is the chair on this project
Organization Notes:	n/a
Programming/ Events/Offerings/	Community Fairs coming up – will get dates to NN when he gets it from staff

Themes and Takeaways

Knowledge and Perceptions of Homelessness In Tacoma

- Homeless youth experience bullying, hunger, and peer pressure
- Concerned about the health of the homeless youth; them using drugs and joining gangs
- Want to help homeless youth because they experience sadness (youth)
- Homeless youth are not just poor, they need stable place to live and have jobs; not cheap to live (youth)
- Homeless shelters are full, understand the challenges (youth)

Resources To Bring To Project

- Photography, sports, music, and technology skills (youth) - "I want to help homeless youth to follow their dreams". (youth)

Challenges of the Eastside

- Outside of the church, not much engagement; parents won't allow youth to walk around because it isn't safe
- More security because of gang activities
- Need more tutors, tutors available in the community
- ES needs more connections to colleges, more richer communities have this, not like in the E.S.; need to see more colleges recruiting and actively working with young people in the eastside
- More crosswalks; Arlington Drive area crosswalk lines are not visible, youth might get hit by traffic and cars in that area
- Police brutality
- Not safe to walk around streets because it is dangerous especially for black individuals

Project Concerns

- Not allowing animals and pets; homeless have connection to pets, "that's the only thing they have" (youth, age 12, 13)
- Project might make homeless youth continue to be labeled as "homeless"; find ways for them to have an identity and purpose, a sense of importance.. "make them feel equal to everyone else on campus." (youth, age 12)

Implementation Considerations

- Make youth feel comfortable
- Put art on walls and "make it cozy" (youth)
- Some youth might have a disability so make sure to have resources to help

Services, Resources, Activities to Provide

- Help them build a savings account, partner with local banks
- Partner with job recruiters and advocate for homeless youth by securing spots for them (youth)
 - Provide hygiene products and clothes for their jobs
- Garden, bible classes, private spaces, pool, exercise room
- Library rooms
- Sports activities
- Take youth on fieldtrips
- Speaking engagements on campus to inspire youth
- "Wall of Fame" for youth (youth, age 12)
- Classes to teach young people how to pay bills, "I don't know how my parents pay their bills." Homeless youth should have financial literacy skills.
- Partner with Bethlehem, Mt. Calvary, and Boys and Girls Clubs
- Holidays- have churches engage with youth on campus ie. Toy drives, Thanksgiving dinners, etc.
- Gated parks
- Alarm system
- Service animals for homeless youth who are blind
- Healthcare
- Be able to wash their hair, makeovers for jobs
- Bus to take them to find jobs

THA's Top Priorities – Make them feel secure

- Make sure that homeless youth are treated equal to everyone else
- That they have someone they can relate to and be able to go counseling

Community Outreach Meeting Summary

Organization Name Gathering Church
Contact Name Pastor Anthony Martin
Staff Conducting Interview Jackie St. Louis & Nissana Nov
Contact Position Pastor
Date Met August 13, 2017
Staff/Youth Present n/a
Population Served Eastside Community
City Tacoma
Interest in further participation Yes ; will attend next advisory board meeting
Organization Notes: n/a

Programming/Events/Offerings

- Religious/Spiritual activities
- Advocacy

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- More community education about McKinney Vento is needed
- There is not support in schools for homeless youth
- Youth homelessness is due to poverty. Poverty has to be addressed through empowerment such as creating jobs.

What are some bright spots about the East Side?

- The location of the campus is perfect
- A lot of young talent in the community

What are some things that you would like to see changed about the East Side?

- There is still no voice on the East Side
- There are qualified people in the community who need jobs that are not being given an opportunity
- No library in the neighborhood
- Young people not engaging in community organizing and development

- Lack of fresh food options

What are your hopes about this community development?

- That it addresses the greater need

Interest in being part of the project:

- Interest in being part of Advisory Board

What does THA need to consider?

- The campus could potentially ease the burden on schools

How would you like to continue being involved?

- Participation in Advisory Board meetings
- Partnership for food forest (has land available)

Recommendations for THA:

- Seek out voices that represent the people of the community
- Do not approach the project just off data, you need community to reinforce the data and make the project a viable one.
- Each level of the project should include local builders. (These projects have always been outsourced).
- Hiring young people from the community will inspire the youth at the campus
- The campus should be a community hub
- Develop a Food Forest rather than a community garden
- Build permaculture as part of your infrastructure

Concerns about the project:

- That there will not be a sense of community within the campus

Questions:

- Will there be opportunities for employment for community residents?
- How well does THA work with other groups on the East Side?

Recommendations for interviews:

Community Outreach Meeting Summary

Organization Name Christ Embassy Church International
Contact Name Pastor Mose
Staff Conducting Interview Jackie St. Louis & Nissana Nov
Contact Position Pastor
Date Met August 13, 2017
Staff/Youth Present Yes - Staff
Population Served Community – Adult & Youth (Majority Pacific Islander – Samoan)
City Tacoma
Interest in further participation Yes
Organization Notes:

Programming/Events/Offerings

- Feeding of homeless
- Mentorship
- Religious activities

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- It is a real issue. There is a lot of need.

What are some bright spots about the East Side?

- People who want to help
- The community supports one another

What are some things that you would like to see changed about the East Side?
What are your hopes about this community development?

- That it really supports homeless youth on the East side

Interest in being part of the project:

- Interest in attending meetings (not an East Side resident)

What does THA need to consider?

- That there are many people homeless along Portland Avenue
- That you have to help the youth to change their thinking

How would you like to continue being involved?

- Willing to offer spiritual activities to youth at campus
- Church doors open to those in need

Recommendations for THA:

- Provide mental health support
- Provide activities that help the youth change their thinking

Concerns about the project:

- That you will neglect the importance of a changing the thinking

Questions:

- Is there need for spiritual support?

Recommendations for interviews:

Community Outreach Meeting Summary

Organization Name	Samoan Congregational Christian Church 3717 E. Portland Ave., Tacoma, WA 98404
	Asian Cultural Services Center 4851 South Tacoma Way
Contact Name	Rev. Mo'o Ale (253) 282-0984 ulumooale@yahoo.com
	Lua Pritchard Executive Director lua.apcc@gmail.com (253) 590-7457
Staff Conducting Interview	Michael Mirra
Contact Position	Pastor
Date Met	November 13, 2017
	?
Population Served	Samoan community
MMC Staff Name	I don't know what this field name means,.
City	Tacoma
Interest in further participation	Yes.
	1.
Organization Notes:	I don't know what this means.
Programming/ Events/Offerings/ Initiatives related to youth	See below.

Themes and Takeaways

I met with Rev. Ale at his Church adjacent to Arlington Drive on Portland. I met with him and Lua Pritchard. Lua is the executive director of the Asian Pacific Cultural Services Center. They requested the meeting to discuss whether THA can help the church with its need for overflow parking during events. I explained our plans for the Arlington Drive Youth Campus. I gave them each the one page description of the project and the site map.

1. I explained that THA cannot sell or give any land to the church. I noted that the strip of land next to the church property has city easements that would preclude any building other than the parking we are planning. Rev. Ale explained that they needed only overflow parking on weekends for events. I proposed that we wait until Arlington Drive is built and in use. That will allow us to judge whether we can make its parking next to the church property available to the church on those occasions. Rev. Ale agreed.
2. Rev. Ale and Lui Pritchard expressed strong support for the youth campus. They both are interested in eliciting the support of the church's congregation to support the young people, especially with activities and mentors that would be culturally appropriate.
3. Rev. Ale will be inviting me to address his congregation. I told him I would like that very much.

Community Outreach Meeting Summary

Organization Name	Sacred Heart Church
Contact Name	Christian Lopez-Moreno
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Chair of Peace & Justice Ministry
Date Met	July 3, 2017
Staff/Youth Present	No
Population Served	Immigrant Youth & Families (Hispanic)
MMC Staff Name	
City	Tacoma, Washington
Interest in further participation	Yes – Assistance in serving as a bridge between the project and Sacred Heart Church
Organization Notes:	Peace & Justice Ministry was born 4 years ago to address policies that can impact immigrant communities, to create awareness about immigrant rights and bridge the gap between law enforcement and the community. Christian is in the process of launching a web-based broadcast in Spanish to teach on various topics including: Hispanic Culture, Politics and general information.
Programming/Events/Offerings/Initiatives related to youth	

Themes and Takeaways

Youth Experiencing Homelessness
And
Agencies Supporting These Youth

Arlington Drive Community Consultation Notes
February 22, 2018

28 | Page

Community Outreach Meeting Summary

Organization Name	Mockingbird Society / REACH
Contact Name	Karolynn Tom
Contact Position	Youth Engagement Specialist
Staff Conducting Interview	Nissana
Date Met	8/2/17
Staff/Youth Present	Two Youth
Population Served	Homeless, Foster Care
City	Tacoma
Interest in further participation	Karolynn is part of advisory board; youth interested in being at advisory meetings
Organization Notes:	Mockingbird Society works with homeless and fostercare youth and provides them with leadership development skills to address policies affecting homeless/foster care population
Programming/Events/Offerings/	n/a

Themes and Takeaways

Project – Have you heard? What is your interest in part of the project?

- Heard from staff and think it is a great idea
- Used computers at center to do some research before interview to prepare for this interview ☺

Homeless – what do you know about it?

- Stopped living with parents at age 12 or 13, smoking weed; hanging with bad people
- Hard to be alone in the streets and confiding in others because they have their own problems
- Would stay with friends
- Don't trust therapists
- Dream is to work for Boeing to be an aviation technician or go into the military (Youth 1)
- Dropped out of school at age 18; getting GED now
- Became homeless when dad lost his home; stayed in car doing drugs and going house to house
- Hard to be a woman in the streets

- Stressful experience being in the streets – Where do I go to sleep? Where to clean clothes? Where to hang out?
- Dream is to business management degree and own bakery, go into interior design or become an astronaut

Perceptions – how others perceive homeless youth?

- As lazy, drug addicts, unwilling people

What resources have helped you become more resilient?

- Mockingbird Society has helped; before joining lack of awareness of resources
- Reach Center makes me feel good, to feel you have self-worth and confidence
- Youth can talk to center staff about positive things; outside in the streets, you don't have much positive conversations or dialogue
- ResCare provided real job and lets you use computer labs to do homework and take classes
- Director and other staff actually care
- Mockingbird helps with transition
- When sharing story, it makes you feel drained and reflect on the bad – center helps because they care about me

Eastside – What are bright spots?

- Good shopping variety

Challenges in the Eastside

- Gang activity, drug deals, easy to get drugs on every block
- Getting jumped walking home
- Not well taken cared of, want to lower crime and violence
- Fix the roads

Concerns – What are your concerns as it pertains to service delivery and youth?

- Project might bring in drugs and promote drug activities; more crime in the community

Resources and activities – what should be available to the youth?

- Swimming pool
- Garden with seating and covered because homeless youth need covered area to draw and journal
- Resource rooms with postings of opportunities
- Physical training rooms or gyms to keep young people healthy
- Track around campus
- People use drugs to lose weight and walking the streets should not be the only way
- Sports teams such as baseball and group intramurals

Priorities – what should be THA's top priority?

- Make decisions knowing that there are many homeless youth

- Make informed decisions about how to manage youth coming in and out of campus

How to Involve Youth

- Join the advisory board meetings or meetings where decisions are made
- Put youth who are interested in construction to work with the developers or construction workers to gain job skills and experience. "Wouldn't it be cool to say that we built that?"

What makes you feel secure?

- People – caring people
- Safe environment
- Being able to speak up
- 1:1 time with adults, adults to reassure that there is stability here

Community Outreach Meeting Summary

Organization Name	REACH
Contact Name	Karolynn Tom
Contact Position	Youth Engagement Specialist
Staff Conducting Interview	Nissana
Date Met	8/2/17
Staff/Youth Present	Three Youth
Population Served	Homeless, Foster Care, Youth Resident
City	Tacoma
Interest in further participation	Karolynn is part of advisory board; youth interested in being at advisory meetings
Organization Notes:	REACH supports marginalized youth support in a variety of ways and provides GED classes, basic needs, training programs, etc.
Programming/Events/Offerings/	GED Program, Barista Training Program, VADIS, MDC, Team Child, etc.

Themes and Takeaways

Project – Have you heard? What is your interest in part of the project?

- Never heard about it

Homeless – what do you know about it?

- Challenges being homeless but getting support from the center is great
- Received job counselor to help with job training
- Resource such as charging phones has been helpful
- Being homeless – not sure where to go for resources if you have never received support from anywhere else
- Rampant, seems to be more homeless youth ages 16-17 years old
- Need to do more for homeless such as getting housing
- Harder for youth to get jobs; need job fairs targeting homeless youth
- HUB like REACH Center with a variety of resources is a good idea for the campus

Arlington Drive Community Consultation Notes
February 22, 2018

32 | Page

Ways to improve service delivery?

- Adults can reach out to more youth and engage them more in programming. Programs signed up for have been shut down due to low attendance. That affects me because I can't take classes because no one shows up.

Perceptions – how others perceive homeless youth?

- As lazy, drug addicts, unwilling people

What resources have helped you become more resilient?

- REACH Center provided me with job training and skills building resources
- Likes the fact that resources are free no charge
- "Center helps me get farther in life. It's a door-opener."
- Getting my GED so I can get a job in electronics because I enjoy fixing things (youth resident from ES)

Challenges in the Eastside

- Not much involvement from youth
- Nothing interests youth for them to be outside in programming

Concerns – What are your concerns as it pertains to service delivery and youth?

- The name Arlington is confusing
- Fear of programs starting and shutting down
- Management and coordination of youth not part of the campus hanging out and using space; how to handle youth from different backgrounds and needs; must check bags and have drug policy because youth takes drugs

Resources and activities – what should be available to the youth?

- More programs like BRIDGE for youth – focused on skills and fun activities
- Music programs
- Filmmaking program (all excited about this)
- Cafeteria or lunchroom to eat – "gathering room" "gathering lounge"
- Sports activities, group activities

Priorities – what should be THA's top priority?

- Make decisions knowing that there are many homeless youth
- Make informed decisions about how to manage youth coming in and out of campus

Hopes

- Successful programs
- That it actually helps youth and is effective
- Community – that people will have a positive response and "remember its prosperity."

How to Involve Youth

- THA should ask for youth input on all aspects

What makes you feel secure?

- Having support
- Having good leaders in organization –that they will lead in the right direction
- Approachable adults

“Excited to see what it turns into”

Youth Focus Group Summary

Organization Name	REACH Center
Contact Name	Karolynn Tom - Karolynn@mockingbirdsociety.org
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Engagement Specialist
Date Met	January 17, 2018
Staff/Youth Present	Youth: 4 Males, 1 Female. 1 Staff Member
Population Served	Youth – Young Adults
Staff Name	Jackie St. Louis & Nissana Nov – BDS Team Kate Smith – SMR Architects
City	Tacoma
Interest in further participation	Yes – Youth expressed interest in possible work on project. One youth currently works in construction as is a member of a local union.
Organization Notes:	<i>The REACH Center is a one-stop youth service center for young people 16-24 seeking to advance their educational, career, and life goals.</i>
Programming/Events/Offerings	<ul style="list-style-type: none"> • Education • Employment • Housing • Advocacy • Counseling

Arlington Drive Community Consultation Notes
February 22, 2018

35 | Page

Themes and Takeaways

What did you like about the design

- It feels like the youth are going to be taken care of
- *It has a nice mix of being secluded and being part of community*
- *That it is wheelchair accessible*
- *Large entrances*
- *That the living area is in one section with bedrooms, bathrooms and laundry*
- *Option for single bedrooms*
- *Parking lot with ample spots*
- *Table where everyone can eat as a family*
- *Ability to use outside space*

What are some things that you would recommend?

- Physical activity is necessary for youth to stay out of trouble.
- The color is depressing: brighter colors help with mood
- Use brighter colors inside, such as maroon
- Washington state is already green on the outside, you do not need to use green inside
- Basketball court
- Have a cover for the basketball court
- File cabinet for youth
- A shack in the back to store equipment etc.
- Bulletin boards
- Places to put up pictures and make the space feel like your own
- Group time with staff
- More patio spaces
- Bigger television (than 40")
- Better chairs in lounge areas

What are some things that need to be considered?

- Some youth may want to be alone at times and they need space to be able to do that
- Have floors that are easy to clean
- "Runaway" is usually a cover. Some people run away to get alone time to think. Do not judge these youth by their cover or a label. Most youth do not want to run away. Get to know them for who they are.
- Nobody gets to where they are by themselves
- Staff need to be supportive and have lived experience. The support should not be superficial.

Interest in being part of the project:

- Employment opportunities
- Continue to serve as advisors and strategic resource

Engagement Format

Process:

Co-leadership between community engagement team and youth.

Semi-structured format

Youth allowed autonomy to engage as they felt comfortable

Youth were oriented to the project and had opportunity to interface with and pose questions to the architect.

Clarifying questions were invited throughout the process

Youth were provided gold and silver stars: love and like; and orange stickers which denoted "bright ideas".

Youth placed stickers and stars on printout of plans, indicating what they loved, liked and locations which they had recommendations for.

Group engaged in discussion and arrived at consensus.

Community Outreach Meeting Summary

Organization Name	New Directions Crisis Residential Center
Contact Name	Chuck Taylor
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Executive Director, Community Youth Services
Date Met	August 24, 2017
Staff/Youth Present	Youth & Staff
Population Served	Focus Group – 3 displaced youth
	Youth ages 12-17
City	Tacoma
Interest in further participation	Yes
Organization Notes:	Serving youth ages 12-17 who are experiencing crisis in the home, displacement, homelessness, family conflict, domestic violence, foster respite, abandonment, and more. Youth may self-refer or may be referred by a Social Worker, social service provider, JR, law enforcement, Youth Advocate, teacher, hospital, or other caring community member.
Programming/Events/Offerings	<ul style="list-style-type: none"> • Residential • Recreation/Excursions • Counseling

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- A lot of youth are dealing with tough situations

What are some bright spots about the East Side?

- Places like New Horizons
- People that genuinely care about youth

What are some things that you would like to see changed about the East Side?

- The YMCA is too expensive
- Not enough being done to address youth homelessness

What are your hopes about this community development?

- That the youth residents will learn skills that they can take with them when they leave
- That the staff will care about the youth and not just about their jobs
- It would be cool if the first thing you saw when you went it was a garden
- That there will be opportunities to give back
- That there will be clothes and shoes for youth
- That there will be job opportunities on campus
- That any youth who may be bullied or abused could report it immediately and be helped

Interest in being part of the project:

- Interested in advocacy opportunities

What does THA need to consider?

- Youth sometimes prefer to talk with someone who is not labelled a counselor

How would you like to continue being involved?

- Would like to get involved in mentoring

Recommendations for THA:

- There should be calming, peaceful paintings on the walls
- There should be lots of books
- The youth should have the opportunity to go on outings
- The residents should form a choir
- There should be opportunity for art, music and poetry
- Provide counseling opportunities for youth
- Have a Mind Your Own Business (MYOB) rule. Youth do not to know about each other's past.
- Keep younger and older kids in separate area
- Have a lot of staff and security
- Staff need to be kind, respectful, helpful and positive
- Do not use red colors: they can be triggering
- Touch can also be triggering
- Do not force residents to do things that they do not want to do. Everything does not have to be mandatory.
- Cleaning supplies should be supervised. They can be used for negative purposes.
- Have a walk-in shower for disabled youth
- Coffee shops can be a challenge because people are so demanding when ordering their coffee.
- Instead of a coffee shop: Pastry shop/Gift shop

Concerns about the project:

- That the staff will treat the youth poorly
- That there will be bullying
- The wrong visitors getting on to the campus

Questions:

- Will pets be allowed?

Recommendations for interviews:

Youth Focus Group Summary

Organization Name	REACH Center
Contact Name	Karolynn Tom - Karolynn@mockingbirdsociety.org
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Engagement Specialist
Date Met	January 17, 2018
Staff/Youth Present	Youth: 4 Males, 1 Female. 1 Staff Member
Population Served	Youth – Young Adults
Staff Name	Jackie St. Louis & Nissana Nov – BDS Team Kate Smith – SMR Architects
City	Tacoma
Interest in further participation	Yes – Youth expressed interest in possible work on project. One youth currently works in construction as is a member of a local union.
Organization Notes:	<i>The REACH Center is a one-stop youth service center for young people 16-24 seeking to advance their educational, career, and life goals.</i>
Programming/Events/Offerings	<ul style="list-style-type: none"> • Education • Employment • Housing • Advocacy • Counseling

Arlington Drive Community Consultation Notes
February 22, 2018

41 | Page

Themes and Takeaways

What did you like about the design

- It feels like the youth are going to be taken care of
- *It has a nice mix of being secluded and being part of community*
- *That it is wheelchair accessible*
- *Large entrances*
- *That the living area is in one section with bedrooms, bathrooms and laundry*
- *Option for single bedrooms*
- *Parking lot with ample spots*
- *Table where everyone can eat as a family*
- *Ability to use outside space*

What are some things that you would recommend?

- Physical activity is necessary for youth to stay out of trouble.
- The color is depressing; brighter colors help with mood
- Use brighter colors inside, such as maroon
- Washington state is already green on the outside, you do not need to use green inside
- Basketball court
- Have a cover for the basketball court
- File cabinet for youth
- A shack in the back to store equipment etc.
- Bulletin boards
- Places to put up pictures and make the space feel like your own
- Group time with staff
- More patio spaces
- Bigger television (than 40")
- Better chairs in lounge areas

What are some things that need to be considered?

- Some youth may want to be alone at times and they need space to be able to do that
- Have floors that are easy to clean
- "Runaway" is usually a cover. Some people run away to get alone time to think. Do not judge these youth by their cover or a label. Most youth do not want to run away. Get to know them for who they are.
- Nobody gets to where they are by themselves
- Staff need to be supportive and have lived experience. The support should not be superficial.

Interest in being part of the project:

- Employment opportunities
- Continue to serve as advisors and strategic resource

Engagement Format

Process:

Co-leadership between community engagement team and youth.

Semi-structured format

Youth allowed autonomy to engage as they felt comfortable

Youth were oriented to the project and had opportunity to interface with and pose questions to the architect.

Clarifying questions were invited throughout the process

Youth were provided gold and silver stars: love and like; and orange stickers which denoted "bright ideas".

Youth placed stickers and stars on printout of plans, indicating what they loved, liked and locations which they had recommendations for.

Group engaged in discussion and arrived at consensus.

Community Outreach Meeting Summary

Organization Name	Team Child – Youth
Contact Name	Kimberly W.
Contact Position	Attorney
Staff Conducting Interview	Nissana
Date Met	8/3/17
Staff/Youth Present	Three Youth
Population Served	Homeless, Foster Care
City	Tacoma
Interest in further participation	Kimberly is part of the advisory board; youth wants to engage in project implementation
Organization Notes:	Team Child offers legal support and advocacy services to youth experiencing homelessness and navigating foster care system
Programming/Events/Offerings/	n/a

Themes and Takeaways

Community Outreach Meeting Summary

Organization Name Puyallup Tribe of Indians (Children's Services)
Contact Name Jill LaPointe, Executive Director/Mandy Morlin CPA Program Manager
Staff Conducting Interview Jackie St. Louis & Nissana Nov
Contact Position
Date Met September 7, 2017
Staff/Youth Present Yes - Staff
Population Served Youth (Up to age 18)
MMC Staff Name
City Tacoma
Interest in further participation Yes
Organization Notes:

Programming/Events/Offerings

- Serve exclusively Puyallup Tribe Children
- Primarily work with youth engaged in Foster Care system
- Offer support for those struggling to get into foster care or near aging out of foster care
- Focus on placement with Tribe members or relatives
- Services available from birth to 18th birthday
- Tribal Code does not allow children to remain in foster care past the age of 18
- Prepare 17-year-olds for transition to adulthood/aging out of foster care system

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- Homelessness and substance use are major issues for Native American youth
- More options are needed

What are some bright spots about the East Side?

- Puyallup Tribe is working to serve the people

What are some things that you would like to see changed about the East Side?

- A lack of hang-out spaces is a significant issue for those in recovery.
- There need to be more sober meeting spaces for youth
- The East side is changing as more people relocate from the north the cultural makeup of the community is changing.
- Homelessness is increasing as people are buying property and flipping them. A lot of those properties are not being rented.

What are your hopes about this community development?

- The process has been inclusive thus far and should continue in this regard. ("First time our voice has been solicited in this manner.")

Interest in being part of the project:

- Collaboration for shared independent living skills classes

What does THA need to consider?

- That there are many people homeless along Portland Avenue
- That you have to help the youth to change their thinking
- For Native youth, being connected to culture is important
- It is very difficult for Native teens in the CPA program to get placement. They need additional options.
- Native youth are dealing with generational trauma
- **The groundbreaking event should be done in collaboration with the Puyallup Tribe**

How would you like to continue being involved?

- Potentially involving youth committee
- Serve as a liaison to tribal groups that could offer services at equity center

Recommendations for THA:

- Equity center can be a great resource for the community. Consider programming such as vocational prep.
- Provide activities that help the youth change their thinking
- Be attentive to cultural sensitivity: incorporate Native American traditions such as tribal art, language, and water catchment for the community garden.
- Invite tribal groups to get involved
- Incorporate spiritual healing practices: drum group, traditional coastal songs, sweat lodge
- Plant traditional medicinal herbs and plants in community garden
- The coffee shop could be a huge success, but consider that for many people who work in the area, there are few food options. A sandwich shop would attract a lot of customers.
- THA should attend community events and solicit input from tribal community. "I would have never known had I not been contacted directly."

- A FAQ page on the website would be very helpful

Concerns about the project:

- There is a sense that there is little known about the project throughout the community
- That Native youth will be excluded for reasons such as income requirement
- Concern that this will be another project that generates excitement but does not materialize

Questions:

- What will be the length of stay at the CRC?
- Will there be a groundbreaking event and if so, when?
- Will there be income restrictions for residents?

Recommendations for interviews:

Community Outreach Meeting Summary

Organization Name	REACH
Contact Name	Karolynn Tom
Contact Position	Youth Engagement Specialist
Staff Conducting Interview	Nissana
Date Met	8/2/17
Staff/Youth Present	Three Youth
Population Served	Homeless, Foster Care, Youth Resident
City	Tacoma
Interest in further participation	Karolynn is part of advisory board; youth interested in being at advisory meetings
Organization Notes:	REACH supports marginalized youth support in a variety of ways and provides GED classes, basic needs, training programs, etc.
Programming/Events/Offerings/	GED Program, Barista Training Program, VADIS, MDC, Team Child, etc.

Themes and Takeaways

Project – Have you heard? What is your interest in part of the project?

- Never heard about it

Homeless – what do you know about it?

- Challenges being homeless but getting support from the center is great
- Received job counselor to help with job training
- Resource such as charging phones has been helpful
- Being homeless – not sure where to go for resources if you have never received support from anywhere else
- Rampant, seems to be more homeless youth ages 16-17 years old
- Need to do more for homeless such as getting housing
- Harder for youth to get jobs; need job fairs targeting homeless youth
- HUB like REACH Center with a variety of resources is a good idea for the campus

Ways to improve service delivery?

- Adults can reach out to more youth and engage them more in programming. Programs signed up for have been shut down due to low attendance. That affects me because I can't take classes because no one shows up.

Perceptions – how others perceive homeless youth?

- As lazy, drug addicts, unwilling people

What resources have helped you become more resilient?

- REACH Center provided me with job training and skills building resources
- Likes the fact that resources are free no charge
- "Center helps me get farther in life. It's a door-opener."
- Getting my GED so I can get a job in electronics because I enjoy fixing things (youth resident from ES)

Challenges in the Eastside

- Not much involvement from youth
- Nothing interests youth for them to be outside in programming

Concerns – What are your concerns as it pertains to service delivery and youth?

- The name Arlington is confusing
- Fear of programs starting and shutting down
- Management and coordination of youth not part of the campus hanging out and using space; how to handle youth from different backgrounds and needs; must check bags and have drug policy because youth takes drugs

Resources and activities – what should be available to the youth?

- More programs like BRIDGE for youth – focused on skills and fun activities
- Music programs
- Filmmaking program (all excited about this)
- Cafeteria or lunchroom to eat – "gathering room" "gathering lounge"
- Sports activities, group activities

Priorities – what should be THA's top priority?

- Make decisions knowing that there are many homeless youth
- Make informed decisions about how to manage youth coming in and out of campus

Hopes

- Successful programs
- That it actually helps youth and is effective
- Community – that people will have a positive response and "remember its prosperity."

How to Involve Youth

- THA should ask for youth input on all aspects

What makes you feel secure?

- Having support
- Having good leaders in organization –that they will lead in the right direction
- Approachable adults

“Excited to see what it turns into”

Community Outreach Meeting Summary

Organization Name	Vadis at Reach Center
Contact Name	Sandra Iverson
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Caseworker
Date Met	August 24, 2017
Staff/Youth Present	Youth / Homeless Youth
Population Served	Youth – Young Adults
City	Tacoma
Interest in further participation	Yes
Organization Notes:	Vadis – Vadis' FLASH program provides employment and life skills services to youth and young adults, ages 13-24 who are experiencing homelessness. Youth program focuses on developing skills which our youth may have missed during periods of homelessness by delivering training sessions on financial literacy, preparing to be a renter, leadership, nutrition, becoming employable and communication skills to ensure youth develop the skills they need to be successful.
Programming/Events/Offerings	<ul style="list-style-type: none"> • Education • Employment • Housing • Advocacy • Counseling

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- Youth homelessness is not a new problem
- This campus was needed 20-years ago
- Youth do not choose to be homeless
- People judge homeless youth all day
- Most homeless youth once had a home and some even had jobs
- All homeless youth are not drug users
- Bullying and racism are prevalent among homeless youth

What are some bright spots about the East Side?

- Youth are very creative and resilient

What are some things that you would like to see changed about the East Side?

- The YMCA is too expensive
- Not enough being done to address youth homelessness

What are your hopes about this community development?

- This should be a place to hold youth accountable and prepare them for the real world
- That youth will find a safe place to be

Interest in being part of the project:

- Interested in advocacy opportunities

What does THA need to consider?

- Homeless youth are dealing with issues related to past trauma and can at times be antisocial because of this
- The location must be a safe haven for those who have lived in fear
- After staying in the safe haven for some time the youth may then become more comfortable with going out

How would you like to continue being involved?

- Support in development and providing insight

Recommendations for THA:

- Ensure that the food is good quality and tastes good
- Make it a one-stop-shop
- The campus should be a safe haven
- There should be a lot of resources on site
- The space should be well lighted and welcoming
- Use peer support models
- Utilize Animal/Pet Therapy
- Use art: a lot of people find it easier to express themselves through art
- Include Substance use and mental health support
- Have hangout spaces and spaces to be productive activities
- Instead of a coffee shop: Culinary Arts/Trade Skills Center/Barber Training & Shop

Concerns about the project:

- That youth will not get the support that they need
 - That the interests of youth will be neglected
-

Questions:

- How are you going to prepare youth for the outside world?

Recommendations for interviews:

- Salvation Army on 6th Avenue

Community Outreach Meeting Summary

Organization Name	Mockingbird Society
Contact Name	Liz Trautman, Karolynn Tom, Paula
Contact Position	Direct of Youth Programming
Staff Conducting Interview	Nissana
Date Met	8/3/17
Staff/Youth Present	N/A
Population Served	Homeless, Foster Care Youth
City	Seattle / Olympia
Interest in further participation	Karolynn and Jamie (youth and staff) on advisory board
Organization Notes:	Mockingbird Society works with homeless and fostercare youth and provides them with leadership skills to transform foster care and youth homelessness
Programming/Events/Offerings/	Benefit Luncheon in September 27, 2017 Youth Summit recently ended

Themes and Takeaways

Agenda

- Overview of TMS (Paula)
- Overview of BDS role in THA projects: goals for engaging youth and families in THA projects
- Opportunities for TMS Involvement- fit with existing projects? Opportunity for Family Programs?

- Want to explore future collaboration and learn more about sustainability efforts post October
- Other focus groups to consider: pregnant mothers who are homeless (Sandra from Vadis)
- More youth at advisory board meetings; share notes with youth so youth can be coached and prepped for meetings
- Ongoing meetings with youth
 - Cabinet meetings – youth advises adults and policy makers on funding moving forward; read RFPs with OHY – increases and furthers connections with adults

- CYS – will partner with so that Mockingbird will fill the role of providing youth leadership and carry out youth advisory group
- Is THA naming partners –RFP? Michael Mirra question

Law Enforcement

Arlington Drive Community Consultation Notes
February 22, 2018

56 | Page

Community Outreach Meeting Summary

Organization Name	Pierce County Juvenile Court
Contact Name	T.J. Bohl, Administrator, Pierce County Juvenile Court Tisdell LaTasha, Administrative Assistant
Staff Conducting Interview	Michael Mirra, THA
Contact Position	Administrator, Pierce County Juvenile Court
Date Met	August 21, 2017
Population Served	Children and Youth in Foster Care Youth facing criminal charges Youth abandoned by family
MMC Staff Name	What does MMC mean?
City	Tacoma
Interest in further participation	Yes. T.J. Bohl would like to participate in (i) design discussions; (ii) choice of service provider; (iii_) ongoing advisory group
Organization Notes:	What does this mean?
Programming/Events/Offerings/Initiatives related to youth	

Themes and Takeaways

T.J. Bohl administers Pierce County's Juvenile Court. He is on the front lines that confront the county's unserved and underserved populations of homeless teens. He sees them in the foster care system and the juvenile justice system. He has led Pierce County's efforts to reduce their stays at Remann Hall

I described THA's plans for Arlington Drive. T.J. Bohl replied as follows:

1. He expressed strong support for the campus. It will address a serious unmet need for CRC/Hope facility beds and for housing for the young adults.
2. He hopes that THA can keep its 6 bed CRC going at the home on South Bismark. Even with the 12 new beds at Arlington the county needs all these beds. Moreover, he asks THA to dedicate some of those beds, perhaps the 6 bed home, for youth referred by the police or the Juvenile Court. He says otherwise he expects that DSHS will fill up the beds with its own referrals.
3. T.J. Bohl would like to participate in discussions about design of the campus, the design of the services and the choice of the service providers.

T.J. was very supportive!

Community Outreach Meeting Summary

Organization Name	Tacoma Police Department
Contact Name	Police Chief Don Ramsdell
Staff Conducting Interview	Michael Mirra, THA
Contact Position	Chief of Police, Tacoma Police Department
Date Met	October 10, 2017
Population Served	City of Tacoma
MMC Staff Name	
City	Tacoma
Interest in further participation	Very interested in learning more as Arlington develops. The Chief would like to participate in the design of services and choice of service provider
Organization Notes:	What does this mean?
Programming/Events/Offerings/Initiatives related to youth	

Themes and Takeaways

Michael Mirra met with Chief Ramsdell and five of his senior managers. Michael explained THA's plans for Arlington Drive Youth Campus. He expressed THA's expectations for the positive effect it would have on the lives of the young people the campus will serve. He expressed the companion expectation that the campus would be a valuable resource to the police. He asked for the TPS views.

1. The Chief and staff expressed strong support. They posed good questions about the size of the facilities and the services to be provided. They showed a particular interest in the housing for homeless young adults. They noted that it would not be governed by the same licensing structure as the CRC. This means that THA will have to provide its own structure or services.
2. They thought the campus would offer another resource for police officers who find homeless youth on the street.
3. The Chief or a designee is willing to participate in the design of the services for the young adults in the rental housing and in the choice of service provider. He or a designee would also be willing to serve on an advisory group.
4. The Chief and others asked THA to keep open the present 6 bed CRC on South Bismark because it will still be necessary even with the 12 new beds at Arlington. In addition, they asked if THA could dedicate some of those beds for Tacoma youth that the police need to drop off. Otherwise, they expected, that DSHS will continue to fill up the beds with its own referrals. The Chief thought that the city might be willing to contribute to the cost.

Pierce County

Community Outreach Meeting Summary

Organization Name	Pierce County Superior Court
Contact Name	Judge John Hickman et al
Staff Conducting Interview	Michael Mirra, THA
Contact Position	<ul style="list-style-type: none"> • Judge John Hickman, Pierce County Superior Court • Judge Phil Sorensen, Pierce County Superior Court psoren1@co.pierce.wa.us (253) 798-7725 • Mary Ward, Attorney General's Office maryw1@atg.wa.gov (253) 597-4118 • Curtis Huff Dept. of Assigned Counsel chuff@co.pierce.wa.us (253) 798-7868Recovery • Terree Schmidt-Whelan Pierce County Alliance drterree@p-c-a.org (253) 572-4750 • John Felleisen Dept. of Assigned Counsel jfellei@co.pierce.wa.us (253) 798-7864 • Eric Pickett CASA epicket@co.pierce.wa.us • Bobbi Brinkman Family Recovery Unit bobbi.brinkman@dshs.wa.gov • Sally Mednansky Court Improvement Program smednan@co.pierce.wa.us • Paula Strickland, DCFS Service Provider gharbor@aol.com • Lisa Daheim Pierce County Alliance daheimlm@p-c-a.org
Date Met	September 28, 2017
Population Served	Children and Youth in Foster Care Youth facing criminal charges
MMC Staff Name	What does MMC mean?
City	Tacoma
Interest in further participation	Very interested in learning more as Arlington develops.

Themes and Takeaways

Judge Hickman invited Michael Mirra to visit with him and others in the Juvenile Court system. The purpose of the meeting is to discuss whether THA can dedicate housing resources to persons who are participating in the Family Recovery Court and Drug Court.

Michael took that chance to also inform the group of the Arlington Drive Youth Campus. The group expressed strong interest and support. They saw it fit the same general need for housing for the various populations that the court attempts to serve.

Service Providers

Community Outreach Meeting Summary

Organization Name	Dream Music Project
Contact Name	Michael Chansavang
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Executive Director
Date Met	July 8, 2017
Staff/Youth Present	No
Population Served	Youth
MMC Staff Name	
City	Tacoma
Interest in further participation	Yes
Organization Notes:	DREAM Music Project was created to <i>Provide a Creative and Supportive Space for Young Musicians</i> . DREAM Music Project assists youth in developing and sharing music with the greater community.
Programming/Events/Offerings	

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- There are many homeless youth on the East Side
- Many of these youth want to be involved in something

What are some bright spots about the East Side?

- There is a lot of opportunity on the Eastside
- There is a lot of potential on the East Side
- The YMCA has played a huge role in providing after-school programming

What are some things that you would like to see changed about the East Side?

- Few people are interested in the East Side
- There are not many opportunities for youth to explore on the East Side
- The Community Center being shut down had a negative effect on youth
- Too many programs are closing their doors due to lack of funding
- Too many programs are being housed in buildings that are not their own space and it is difficult to create identity and ownership in a space that is not yours
- Absence of grocery options (no supermarkets)

What are your hopes about this community development?

- That more programs come back into the community
- Access to medical care (for undocumented immigrants as well)
- On-demand medical care
- Birth control education
- Library as the one left in the community is very small
- Fitness opportunities (outdoor play)
- Mental health support – “the real problem is the mental issues that kids are dealing with.”
- A place where youth can see specialists and get counseling that he schools cannot provide
- Efficient building/Green building: Solar Panels etc.
- Ability to wash clothes on campus
- Opportunity for youth to explore the world of law enforcement. (Eg: Youth/Police Program in Puyallup)

Interest in being part of the project:

- Opportunity for youth in housing project to get involved in DREAM Music Project

What does THA need to consider?

- Consider the demographics of the people being selected for this opportunity. Think about the criteria for those you take in.
 - Youth who are from the East Side should get high consideration
 - The youth need to be kept engaged and motivated
 - Staff should be qualified and equipped to deal with this population; they should have experience and a level of comfort working with homeless youth
 - Remember that with youth it is more about what you do than what you say: once you win their trust, you have them.
 - Evaluate the project and processes regularly
-

How would you like to continue being involved?

- Willing to continue being part of the conversation
- Open to participating in meetings

Recommendations for THA:

- Activate the space with the Arts
- Provide outlets for the youth to explore their creativity
- Provide opportunities to explore technology, photography
- Provide opportunity for tutoring
- Make sure there is a library in that space
- Explore outdoor activities: biking, hiking, rock climbing...etc.
- Provide opportunity to get involved in music: music is a good way for youth to cope
- It needs to be about relationship
- Give youth ownership in making decisions about the space and encourage that they bring their whole selves
- Have projects that bring youth together to do team work
- Provide appropriate mental health, addiction and trauma support

Concerns about the project:

- That youth from the East Side will be overlooked
- That it will be a money-making venture
- That the activation will not be relevant to the youth living there
- That it stops at intake and youth do not get the appropriate support they need once they get in
- That it will be a program and not a project: a project is evolving and dynamic whereas a program is rigid and restrictive
- That the background of the youth be neglected and as such the right support not be present

Recommendations for interviews:

- Jared Gile – YMCA
- TJ Gile – Tacoma School District
- DREAM Project YOUTH

Community Outreach Meeting Summary

Organization Name	Community Health Care
Contact Name	Joshua Kresbsback
Contact Position	Community Impact Specialist
Staff Conducting Interview	Noel
Date Met	8/15/17 (by phone)
Staff/Youth Present	No
Population Served	Low income folks; sliding scale fee; accept all Apple Health Medicaid Plans (pregnant moms, kid, etc.). We also have middle and high income folks too. Folks from Tacoma, Parkland, and Spanaway. Diverse set of patients. Mostly in the Hilltop area and also Salishan, and Parkland by PLU, Spanaway.
City	Tacoma
Interest in further participation	Yes
Organization Notes:	n/a
Programming/Events/Offerings/	We attend 7-10 events in the Pierce County area every month. I think there is a really great opportunity to break some outreach ground. Event: Project Homeless Connect, at Tacoma Dome. Part of grant with Pierce County; Sound Outreach does events 4 times/year. Expect several thousand people. The amount of engagement is huge. I think THA has been there several times. Wednesday, October 25, 2017.

Themes and Takeaways

Project Awareness

- When I was at the National Night Out Celebration, Michael Mirra mentioned there would be a community center and connection to Bates college. Talking about community center and connections to Salishan. Hoping to talk to you.
- Aside from what you just briefed me on, I don't know much about it. (Noel explained more)

Expectations

- With the strategic goals of the campus, making an impact on the number of homeless youth in Tacoma. Helping kids aging out of foster care. Helping them to get employment and move on to the next phase of their lives.
- If we come on in a partnership, we'd want to connect our team of operational folks to you guys directly. There are a lot of restrictions we have for providing services on site. We'll need to get you guys plugged in directly on those services. If that is something we feel like we can do.
- Our location in the Eastside, the Tanbara Clinic, would be great to provide referrals. Want to make sure we have a close relationship know that we are only 2 blocks away and get a warm hand-off of those kids.

Resources To Bring To Project

- I will talk to David, the CEO, and see if he is interested in doing on-site service rotation. He and Michael have a great relationship, he likes new projects. There is a substantial set of requirements. Would be cool to do something on site to close even those two little blocks.
- We actually have a substantial outreach team. Our three main direct services we can provide are 1) insurance enrollment assistance, working on getting them enrolled in Apple Health, Medicaid, or WA Health Plan Finder; 2) Community Health Workers, and can help connect folks to our resources and other resources in the Tacoma area; and 3) Patient Education Specialist to work with people with chronic conditions. Her (instructor's) understanding of healthcare and teaching good behavior to take good care of your body; she's interested in doing more education in the future.
- Also can do education presentations. Available for events on the campus. We're already able to show up on site. We can do dental screenings, blood pressure checks.

Areas of Conflict

- Community opinion. It's hit or miss sometimes. A lot of the times...you're going to get both support from the Salishan Community. Expect you'll get unanimous support from a lot of community organizations around Tacoma. But also other folks...opinions run strong. Certain people have strong views about helping vulnerable populations. But you can negate that with education and outreach to those folks. Share about the challenges faced by this population. Always a fear, not in my backyard. Can negate it by reaching out to the Salishan Community.

Knowledge and Perceptions of Homelessness In Tacoma

- I've spent a lot of time attending food banks around Tacoma area. Breaks my heart to see really young people. I'm only 22. When I see someone my age getting by day to day on donated food and don't know there are resources available to them. Or when they do reach out to resources and get told they are maxed out and don't have room for them. You guys will really be able to help out this population.

- Overall I think Tacoma is a supportive community. The general feeling for everyone in this City feels that everyone here needs to be supported. I've seen that in Hilltop, Eastside, South Tacoma. Lots of non-profits, coalitions, community members consistently saying "what are we doing about our homeless and in crisis?" Lakewood as well.

Bright Spots of the Eastside

- Salishan itself is a tight community, especially connecting into the First Creek Elementary area. Lots of events that occur. There are some coalitions. The school district is the strongest community center...the schools. Strong focus to provide after school opportunities and develop a sense of community with the parents.

Challenges of the Eastside

- Transportation. Portland Avenue is the only way in/out of the Eastside.
- Availability of quality food. South Tacoma area...something we were addressing in another coalition. Food desert, not easily accessible.
- If there was a way to get a bus stop at the Arlington Drive campus, that would be a really awesome thing on site.

Implementation Considerations

- I work in outreach. One of my first focuses for sure is making sure the entire Tacoma community is being communicated to about this new site. Reach out the press, coalition meetings, raising awareness that you are doing this and bring a benefit to the area.

Services, Resources, Activities to Provide

- Reach out to Sound Outreach. They offer a wide variety of outreach services to our whole community here. Soundoutreach.org They have financial counseling. They are astounding. The demographic you are serving really need financial counseling. Great about getting out to locations, really great products that would be really beneficial. Happy to connect us to the CEO and the Deputy Director of that organization when you're ready
- Transportation assistance. Focus on the bus stop there. If there is any way to get bus waivers. Available through Apple Health, we can provide bus pass so they can get to their appointment.
- Food services. Food banks: 1) St. Leo's Food Connection; and 2) Fish Food Bank.
- We'd love to be on site and help with at least enrollment services, and working toward warm hand-off to our clinic.

Hopes

- I'd like to see new capacity for this group of people. I think it has consistently occurred that youth are underserved, particularly kids aging out of foster care. It could create the capacity that is needed. A lot of places are maxed out. The room for expansion is necessary.

Community Outreach Meeting Summary

Organization Name	Mockingbird Society
Contact Name	Liz Trautman, Karolynn Tom, Paula
Contact Position	Direct of Youth Programming
Staff Conducting Interview	Nissana
Date Met	8/3/17
Staff/Youth Present	N/A
Population Served	Homeless, Foster Care Youth
City	Seattle / Olympia
Interest in further participation	Karolynn and Jamie (youth and staff) on advisory board
Organization Notes:	Mockingbird Society works with homeless and fostercare youth and provides them with leadership skills to transform foster care and youth homelessness
Programming/Events/Offerings/	Benefit Luncheon in September 27, 2017 Youth Summit recently ended

Themes and Takeaways

Agenda

- Overview of TMS (Paula)
- Overview of BDS role in THA projects: goals for engaging youth and families in THA projects
- Opportunities for TMS Involvement- fit with existing projects? Opportunity for Family Programs?

- Want to explore future collaboration and learn more about sustainability efforts post October
- Other focus groups to consider: pregnant mothers who are homeless (Sandra from Vadis)
- More youth at advisory board meetings; share notes with youth so youth can be coached and prepped for meetings
- Ongoing meetings with youth
 - Cabinet meetings – youth advises adults and policy makers on funding moving forward; read RFPs with OHY – increases and furthers connections with adults

- CYS – will partner with so that Mockingbird will fill the role of providing youth leadership and carry out youth advisory group
- Is THA naming partners –RFP? Michael Mirra question

Community Outreach Meeting Summary

Organization Name	Associated Ministries / Coordinated Entry
Contact Name	Tammy Boros, Valorie Crout, Klarissa Monteros
Staff Conducting Interview	Jackie St. Louis & Nissana Nov
Contact Position	Housing Program Manager, Chief Program Officer, Housing Program Manager
Date Met	August 9, 2017
Staff/Youth Present	Yes - Staff
Population Served	Youth / Homeless
City	Tacoma
Interest in further participation	Yes
Organization Notes:	

As a crossroad for communication and cooperation, we engage and equip congregations and others to address the many needs in Pierce County through advocacy, education and service.

As part of the strategic plan to end homelessness in Pierce County and to design a "best practice" model to serve homeless households, Associated Ministries, in partnership with Catholic Community Services, Greater Lakes Mental Health Care and Comprehensive Life Resources, has contracted with Pierce County to provide coordinated entry for homeless households.

As part of Coordinated Entry, a Coordinated Entry Specialist will work one-on-one with individuals to enable stability. Services will include, but are not limited to, referrals to housing programs or independent housing and assistance/referrals in securing benefits.

Programming/ Events/Offerings

- Housing, Payee Services, Mail Services, Family Emergency Funds, Resource Center, Medical Assistance, Childcare Subsidies, Benefit Activation, Referrals....
- Coordinated entry is the first point of contact for all homeless individuals in Pierce County.
- Associated Ministries holds quarterly meetings at Bethlehem and St. Andrews to educate the larger community on homelessness.

Arlington Drive Community Consultation Notes
February 22, 2018

73 | Page

- Associated Ministries is seeking out people of Faith and Goodwill to support homeless youth by opening rooms in their home.
- Associated Ministries held a focus group to help improve equity in the homeless system.
- Associated Ministries is trying to serve as a bridge between people of Faith & Goodwill and shared housing.
- Became an interfaith center in 2016. Previously were a faith-based center and it was mandatory that a pastor lead the organization.
- Have resources to support 1/4th of the people seeking support.

Themes and Takeaways

What do you know about displaced youth and youth homelessness in Tacoma?

- The perception is that youth do not readily or frequently engage with services
- There are not enough youth on waitlist (housing – coordinated entry) to make referrals
- The definition (exclusion of couch surfers) of youth homelessness is problematic
- Some youth may be too embarrassed to disclose that they are couch surfing
- Some youth may be bartering/trading for places to sleep
- A lot of youth homelessness can be attributed to general poverty: “we served the parents of some of the youth that we now serve.”
- A lot of homeless youth are getting caught up in gangs, drugs, and violence
- They feel a sense of loyalty to their community
- Attempted suicides are common among homeless youth
- There is a need to be more proactive about addressing youth homelessness, especially those aging out of the foster care system into homelessness.
- Intervention needs to happen much earlier (before 13)

What are some bright spots about the East Side?

- There is a shift in culture happening toward creativity and innovation
- A better job needs to be done marketing support to undocumented youth. Programs do not feel like welcoming doors for undocumented youth.
- Community is resilient

What are some things that you would like to see changed about the East Side?

- How fragmented community providers feel
- Executive Directors of agencies that serve youth are all White
- DNA of agencies must change
- More resources
- Sex trafficking is increasing on the East Side as the gangs are getting more involved
- Concern about the community center being shut down

What are your hopes about this community development?

- That it empowers youth
- That it takes a Harm Reduction approach
- That it utilizes an adaptive leadership approach

Interest in being part of the project:

- Interest in being part of Advisory Board

What does THA need to consider?

- 60 new households weekly who have never touched the homeless system are being seen
- Some of the units that THA has built do not feel like home: cement floors/cement walls/no stoves. The small units can feel like prison and gives you the sense of being institutionalized.
- Evaluate the project and processes regularly
- Youth are the experts on their own lives
- POC need to be present and part of the decision-making process
- Training on institutional racism to have people look within themselves and at implicit biases.

How would you like to continue being involved?

- Associated Ministries has the capacity to serve as an information resource and can provide data
- Open to participating in meetings
- Willing to make a presentation at the advisory board meeting
- Serve as a resource through Community Resource Center. Community Resource Center provides: ID assistance, Birth Certificate Assistance, CAN certification assistance, Assistance with getting tabs for car, Assistance in securing glasses, light case management and referrals...

Recommendations for THA:

- Make the Arlington Drive Campus low barrier
- Do not exclude the youth who may be couch surfing but really who really need the help
- Do not automatically deny someone save for: sexual offenses, Arson, and Methamphetamine Production.
- There should be collaboration with Coordinated Entry
- Pick colors that blend the campus in with the community
- Approach this project from a Racial Equity lens.
- Have a diverse group of people making decisions
- Start thinking about Racial equity from the start and not after the fact
- Make SUD and Mental Health treatment available but not mandatory.
- Be deliberate about hiring staff who are POC and LGBTQ.
- Embed equity in job descriptions.
- Consider making life experience equivalent to education and experience
- Allow young people to fail
- Figure out a workaround to be inclusive of undocumented youth
- Identify POC direct care staff and proactively prepare them for leadership
- Be responsible in sharing client stories.
- Use strength-based language
- Permanent housing with supportive services and not permanent supportive housing.

Concerns about the project:

- That it will be prescriptive
- That too many aspects of the program will be mandatory
- That it adheres to traditional authoritarian approaches
- That immigrant youth will be excluded
- That it will be diverse but not inclusive

Questions:

- Will there be training for people involved in the project (advisory council)?
- What is the campus being modelled after?
- What is the eligibility criteria?

Recommendations for interviews:

- Lamont Green – City of Seattle
- Diane Powers – City of Tacoma
- Safe Streets
- Puyallup Tribal Council

Community Outreach Meeting Summary

Organization Name	Tacoma Healing Awareness
Contact Name	Vanna Sing
Contact Position	Director/Provider
Staff Conducting Interview	Nissana
Date Met	7/22/17
Staff/Youth Present	n/a
Population Served	API Community, Homeless
City	Tacoma
Interest in further participation	Yes, joining advisory board
Organization Notes:	Offers support to the API community; address immigration and detention related issues and provides support to families in limbo
Programming/Events/Offerings/	Community events in the summer – backpacks for kids upcoming

Project – Have you heard? What is your interest in part of the project?

- Never heard about the project and believe that we need it.
- Would like to work 1:1 with youth and provide mentorship and empowerment support focusing on spirituality and wellbeing
- Was fighting for resources herself; has the ability to share from experience of being homeless and navigating the system

Expectations – What are your expectations of the partnership?

- Respect, nonjudgemental free environment with decision makers in the room, transparency; prefer to work with leaders who are transparent and clear of their motives
- Leadership and ways of transforming communities need to be looked at and changed
- Hope to bring change to the process

Conflict – What areas of conflict do you foresee?

- Disparity – not understanding this when making decisions, lack of resources, not sharing info
- Important that everyone at the table is heard

Arlington Drive Community Consultation Notes
February 22, 2018

77 | Page

Homeless – what do you know about it?

- What is seen in Tacoma, drug addiction, youth being kicked out of homes, rejection and mental health issues as causes
- API Community – community is quick to shun and judge; PTSD among elderly community is prevalent and not having tools to address it so they are quick to cope in other ways; consequence of this is putting family in jeopardy
- Important to help families navigate resources and learn to help their kids instead of kicking them out of the house

Concerns – What are your concerns as it pertains to service delivery and youth?

- Need diversity among boards and diverse voices

Resources – what should be available to the youth?

- Activities to promote spiritual growth and wellbeing; mental health focus

Priorities – what should be THA's top priority?

- Housing for youth
- Addressing certain policies and systems – ie, Western State kicking people out into streets without proper resources to support them post-treatment
- Family Support Services – families don't like some policies as it affect them; need to be changed so that families can get proper housing ie families can't get housing because of bad records (kids)

Community Outreach Meeting Summary

Organization Name	Team Child – Youth
Contact Name	Kimberly W.
Contact Position	Attorney
Staff Conducting Interview	Nissana
Date Met	
Staff/Youth Present	Three Youth
Population Served	Homeless, Foster Care
City	Tacoma
Interest in further participation	Kimberly is part of the advisory board; youth wants to engage in project implementation
Organization Notes:	Team Child offers legal support and advocacy services to youth experiencing homelessness and navigating foster care system
Programming/Events/Offerings/	n/a

Themes and Takeaways

Project – Have you heard? What is your interest in part of the project?

- Have not heard about this project (all youth)
- Interested because of shared experience of homeless and want to share input about project concerns and ideas; Kimberly shared a little to youth

Expectations – What are your expectations of the partnership?

-

Conflict – What areas of conflict do you foresee?

-

Homeless – what do you know about it?

- Embarrassing being homeless, parents are the cause
- REACH Center is a great place to get resources such as food stamps, getting your ID and learning more about resources available to support homeless youth, getting a job
- Would befriend people in order to eat their food, pretending to be their friend

Arlington Drive Community Consultation Notes
February 22, 2018

79 | Page

- Has to resort to stealing – very stressful living day by day when parents not feeding you
- Group homes – not nice, like jail being beat up; got out more depressed, constantly moving around and putting more stress youth
- Need more staff in order for youth to walk around and move around after hours
- CRC in Olympia is chaotic and crowded, girls are violent
- “I’m still struggling but I know will come out it. I’m focusing on school and my job.”
- Hard to get by without proper education and prove that you have an education
- Currently living with friend in shared space called “host home”

Perceptions – how others perceive homeless youth

- “Hoes” broken, lazy, prostitutes
- “Makes me feel denigrated not having a place to stay, not having a place to store your things.”
- “Hard to have boys look at us”
- “Court system thinks we are bad kids, but we are just trying to survive. If you really got to know me, I’m really a nice person.”
- Guys think that they can get what they want if they stay over night
- Don’t feel stable because you know will move out; don’t trust or build relationships with people
- Fostercare people see you as a “paycheck” how do you expect strangers to love you? It’s not going to happen.
- Social workers are the “worst”. They are not reachable; took two months to get a voucher for underwear
- People don’t believe you. Trying to get out a dangerous situation; takes two years to get resources you need
- Pierce County is doing nothing for them; believes King Co system is better for homeless youth
- System is failing us. Police is failing us. That is why youth kills themselves. Police is quick to give you a record. “Bad kids resume”

Eastside – What are bright spots?

- Diversity, most community members are nice
- Would change: violence, gangs, gunfire near CRC, more maintenance, have REACH Center in the eastside because it might be hard to reach the center, need center in every city. REACH is a welcoming community, makes you feel motivated, very supportive. At this center, there’s hope.

Concerns – What are your concerns as it pertains to service delivery and youth?

- This project might end up like CRC where you feel unsafe
- Need a ton of staff to engage youth in positive ways
- Don’t want to be stuck in a room by yourself especially if you have anxiety
- Need understanding staff with lived experience
- Need staff survey, anything that youth can say about staff and making sure concerns get addressed instead of “going in a file”.
- Cameras needed to watch staff; witnessed staff putting their hands on youth

- Need policies and parameters involving boys and girls on campus – solution – create campus to be similar to college dorms

Resources and activities – what should be available to the youth?

- Gardens, have place to plant and grow food
- Life skills, getting youth to school (didn't go to school when in a group home.)
- Job development, secure jobs, mentoring
- Swimming pool, gym, working out "I like to work out when I'm angry."
- Certification programs for youth to secure good jobs when you get out
- Sewing and cooking
- Mini store program with reward system (CRC had this), have youth volunteer and earn points if they cleaned, behaved, etc.
- Phone room – multiple rooms but conversations need to be monitored because "pimps" call and have access to young people
- Monitor social media accounts and block facebook and snapchat, easy to communicate with pimps and risk being trafficked
- Activities that educate young people on their rights, what they can and can't do "self-advocacy class"
- Camp, take youth out
- Lockers to store things and food, personal items

Priorities – what should be THA's top priority?

- Policies around escaping, kids are lying and giving numbers to someone they know pretending to be their parent; parents trafficking own kids
- Safety
- Shelter- waiting list is too long, housing - not much available to youth under 18

Vision

- That the project is successful and is a happy place for youth, "a place that saved us"; similar to Youth for Christ Program

How to Involve Youth

- Will help advertise on facebook and spread the word about Arlington; share about benefits and resources
- You will find that more youth coming out that are homeless if you involve youth in the process
- Want to help other homeless girls – providing facials, manicures, hair but need funding to help provide that
- Want to mentor girls and share their story

What makes you feel secure?

- Mentors and mentoring others
- Comfort
- Increased confidence – if you have low self-esteem you will be a target

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Arlington Drive Community Consultation Notes
February 22, 2018

82 | Page

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Tacoma Public Schools

Arlington Drive Community Consultation Notes
February 22, 2018

85 | Page

Community Outreach Meeting Summary

Organization Name	Tacoma Public Schools
Contact Name	Thu Ament (pronounced "Two")
Contact Position	Director, HR (liaison to THA on behalf of TPS)
Staff Conducting Interview	Noel
Date Met	8/15/17
Staff/Youth Present	N/A
Population Served	Students
City	Tacoma
Interest in further participation	Yes – whatever you guys need.

Organization Notes:	Note on his role at TPs: in charge of all staff evaluations for all 8 different bargaining groups. Also in charge of evaluation support. Performance issues with employees, I work with manager and I take them through that long track with the legal department. Also in charge of Assistant Principals and Deans in the district. 70 of them. Anytime the Supt. Or Deputy Supt tell me to do something, I do it. I've been in charge of the Emergency Management system to get through crisis in district Two years ago it was lead, this year it was mumps. Also help with Districtwide Safety Command Centers. Lots of other things I'm tracking for HR, key performance indicators around professional development, PD outcomes, teacher retention the first four years, etc. Liaison with THA role came about because Supt/Asst Supt asks me to do. I meet with THA pretty regularly. I went to DC with Michael, Amy and April, in July for a week. Meet every two weeks. Working on agreement on assessment of the Urban Institute doing. Dr. Hodge, on THA Board, is a Teacher of ELL here. Resolving any data sharing agreements.
Programming/Events/Offerings/	n/a

Themes and Takeaways

Project Awareness

- I don't know anything about it. I know about McCarver, and the one by Goodwill.

Expectations

- That is a resource that no educator would argue against it being needed. (Make sure to communicate to educators so they know about it!) Because too often they are running into the problem of "where do we send these students that are in crisis?" They are scrambling, trying to figure out where to go. The simplicity of steps on how to figure out processes for how students would get in there, point of contact, etc. when the facility is up and running. HUGE resource; not a single educator would NOT get behind it. They are always looking for ways to help.

Resources To Bring To Project

- I can't speak for the Superintendent, but I can speak to what is currently happening at McCarver. We have provided staffing in the building that interface with THA. Somehow bringing in resources, staffing, that interfaces that facility with the school district. You're connected on a daily basis and on a logistical yearly connector to the schools, as well as to specific people. Somehow doing that would be beneficial; can count on communication being streamlined with employees providing referrals, etc.

Areas of Conflict

- I guess everybody is going to ask why? Why are you putting it here, the purpose, and you have to address all those things. Educators are never going to resist when you're providing a resource that is going to support students socially and emotionally. The "why" is easily explained. Then they take it to another level – why over here on the Eastside? Why not the north end? It becomes a political thing to why are you dropping it here vs. other places in the city. There's not a lot of space in a lot of areas. What other points of access are you trying to gain for the residents and the facility? It could be availability to other resources going up, that may allow for success. The more that you stair step your response around why over here, the resources, the availability to connect and partner with other community groups and schools since we have a direct line to a lot of things that could help this campus being successful. Who is served by it (geographically)

Knowledge and Perceptions of Homelessness In Tacoma

- Perception is that homeless population is growing. Even when I was at the alternative high school (for 4 years, 3 years ago). I had 68 out of 300 kids were homeless and I was trying to find placements for constantly. That was the highest rate (in the district). Definition of homeless – THA working on clear definitions.
- Perception of increased drug activity of meth & heroine.
- City has been pretty clear on policies on camping. Very directly related to homelessness. Perception that it is increasing. Parts of community is NOT OK with it, but want to help. Heard people complain at south end Community Center. Lady complaining that if we don't do something, we're going to end up just like Seattle.

- Youth homelessness is perceived separately. They don't see it as much. Kids are engaged in things. You don't see the 68 kids in my school as homeless. They aren't just camping out on the street. They are in school. Have to educate people on the problem. THA shoring up definitions.

Bright Spots of the Eastside

- I grew up on the Eastside, my parents still live up on 65th. When you grow up in an area, people are drawn to eventful areas, people are drawn to schools.
- Metro Parks' new pool is a gathering place.
- Metro Parks and School District partnerships have revitalized area. Community Center, Stewart Heights Pool – they are going to change things. Been tough since Boys & Girls Club closed.
- Lincoln High School is a bright spot because of all their successes.
- 38th Street – Vietnamese stores, Lincoln Business District. Very influential people involved in urban development. One name that comes to mind is Leslie Young (friend of mine). People lose sight of generating other areas that are not just there. Go down to 64th, and there is nothing that brings people together. Salishan and First Creek become focal points unless people want to go really far away.

Challenges of the Eastside

- If this is anything that is going to gravitate activity; people will come because there really isn't much down there. There used to be Gault Middle School and used to be a hub because it had a pool. That was a pretty non-existent area. If you're dropping something in there now, it depends on the communication and activity in the area. Once they closed down Eastside Boys & Girls Club, they didn't anywhere to go. It's really about facility and how much, and type of activity you'll offer. (interpretation from Noel: because there is so little going on in the neighborhood, a nice new campus is going to, inevitably, attract activity whether you want it or not. Something to think about with security, keeping young adults from older homeless, street youth that need a drop in center, etc.)
- Access to... who is going there, who is the campus accessible to? Gangs still around. Eastside traditionally all red (blood) gangs. Hilltop all blue (crips) gangs. We've gone through two ten-year generations of it. Lived through the first one – those were my classmates. Then I came through as an Assistant Principal and dealing with my classmates' kids and others. Not at that level anymore, but something to think about.

Implementation Considerations

- No –see elsewhere in notes. As you are stair stepping roll out, as that plays out, communicate through the schools and other avenues, make sure it's consistent. That consistency will help with getting to end goal. Great support. Accessible.

Services, Resources, Activities to Provide

- See above for what TPS can provide.
- Help promote your campus in the most accessible way for all. All of Tacoma. That would help your argument if you had other accessible services nearby. It's for all of Tacoma or all of Pierce County to access it. I'd want to know that if I'm in the North End and I'm a young person that needs help, that I would have access it. Builds a broader base of support for the campus.

Hopes

- I'm here to learn.