



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**September 8, 2020**



**Tacoma  
Housing  
Authority**

**Executive Director**  
Michael Mirra

**Board of Commissioners**

Stanley Rumbaugh, Chair | Shennetta Smith, Vice Chair  
Dr. Minh-Anh Hodge | Derek Young | Pastor Michael Purter

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## **REGULAR MEETING Board of Commissioners**

### **TUESDAY, SEPTEMBER 8, 2020**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Tuesday, September 8, 2020, at 4:00 pm.**

#### **Join Zoom Meeting**

<https://us02web.zoom.us/j/88047264709> / Meeting ID: 880 4726 4709 / Dial 253 215 8782

The site is accessible to people with disabilities. Persons who require special accommodations should contact Sha Peterson (253) 207-4450, before 4:00 pm the day before the scheduled meeting.

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I, Sha Peterson, certify that on or before September 3, 2020, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5300 <a href="mailto:CityClerk@cityoftacoma.com">CityClerk@cityoftacoma.com</a>
Northwest Justice Project	715 Tacoma Avenue South Tacoma, WA 98402	fax: 253-272-8226
KCPQ-TV/Channel 13	1813 Westlake Avenue North Seattle, WA 98109	<a href="mailto:tips@q13fox.com">tips@q13fox.com</a>
KSTW-TV/CW 11	2211 Elliott Avenue, Suite 200 Seattle, WA 98121	
Tacoma News Tribune	1950 South State Tacoma, WA 98405	
The Tacoma Weekly	PO Box 7185 Tacoma, WA 98406	

and other individuals and organizations with residents reporting applications on file.

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Sha Peterson  
Executive Administrator



# TACOMA HOUSING AUTHORITY

## AGENDA

### REGULAR BOARD OF COMMISSIONERS MEETING

September 8, 2020, 4:00 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/88047264709> / Meeting ID: 880 4726 4709 / Dial 253 215 8782

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1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
  - 3.1 Minutes of July 22, 2020—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
  - 7.1 Finance
  - 7.2 Policy, Innovation and Evaluation
  - 7.3 Client Support and Empowerment
  - 7.4 Rental Assistance
  - 7.5 Property Management
  - 7.6 Real Estate Development
8. **NEW BUSINESS**
  - 8.1 2020-08-26 (1) Amendment #3 to Architectural and Engineering Services with SMR Architects-Arlington Drive Youth Campus
  - 8.2 2020-08-26 (2) Updating THA's Administrative Plan: College Housing Assistance Program (CHAP) Changes
  - 8.3 2020-08-26 (3) Authorize Investment Institutions and Authorized Signers
  - 8.4 2020-08-26 (4) Amending THA's By-Laws
9. **COMMENTS FROM THE COMMISSIONERS**
10. **EXECUTIVE SESSION, if any**
11. **ADJOURNMENT**



# **TACOMA HOUSING AUTHORITY**

## **MINUTES**



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JULY 22, 2020

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 4:45 PM on Wednesday, July 22, 2020 via zoom

<https://us02web.zoom.us/j/6267029359> / Mtg ID: 626 702 9359 / Dial 253 215 8782

### 1. CALL TO ORDER

Chair Young called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:48 PM.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Chair Derek Young	
Vice Chair Stanley Rumbaugh (arrived late at 5:08 pm)	
Commissioner Dr. Minh-Anh Hodge	
Commissioner Dr. Arthur C. Banks (arrived late at 5:09 pm)	
Commissioner Shennetta Smith	
<b>Staff</b>	
Michael Mirra, Executive Director	
Sha Peterson, Executive Administrator	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Toby Kaheiki, Human Resources Director	
Frankie Johnson, Property Management Director	
Kathy McCormick, Real Estate Development Director	
Sandy Burgess, Administrative Services Director	
	Julie LaRocque, Rental Assistance Director
Cacey Hanauer, Client Support & Empowerment Director	

Chair Young declared there was a quorum present @ 4:49 pm and proceeded.

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

Chair Young asked for any corrections to, or discussion of the minutes for the Regular Session of the Board of Commissioners on Wednesday, June 24, 2020. Commissioner Hodge moved to adopt the minutes. Commissioner Smith seconded.

Upon roll call, the vote was as follows:

AYES: 3  
NAYS: None  
Abstain: None  
Absent: 2 (Vice Chair Rumbaugh and Commissioner Banks were not yet in attendance.)

**Motion approved.**

### 4. GUEST COMMENTS

There were no guest comments.

### 5. COMMITTEE REPORTS

***Real Estate Development Committee—Vice Chair Rumbaugh***

Nothing to report.

***Finance Committee—Commissioner Hodge and Chair Young***

Nothing to report.

***Education Committee—Commissioner Hodge***

The committee did not meet on July 10<sup>th</sup> because Commissioner Hodge had a last-minute meeting.

***Citizen Oversight Committee—Commissioner Banks***

Nothing to report.

### 6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra directed the Board to his report.

He noted that the Board provided the ED with authority to allow THA to respond to quickly changing urgencies and emergencies that THA is encountering because of the pandemic. He has used this authority twelve (12) times, each in the form of an “executive action.” He has sent a copy of each executive action to the Board chair and, for each Board meeting, summarized them and included links. He would like to check in to see if the Board remains comfortable with the authorization because it should not outlast the

emergency. If it is, he asked the Board to reconfirm this emergency authorization, which has been, and will remain, very useful as the pandemic continues its uncertain trajectory.

Chair Young expressed his confidence with what is being done with the authorization, but thinks THA needs to consider what changes in how THA operates will become the new normal way of business. At some point, it is no longer an emergency but just the new way to operate. Commissioner Hodge does not have any problem with the authority and thinks it is the most practical thing to do. As long as there is an emergency, it should stay in place. Commissioner Smith agreed and added that she too does not have issues with it. She said THA has a capable ED and staff doing a magnificent job.

ED Mirra appreciates the Board's confidence. He noted that Chair Young makes a good point; at some point it will no longer be an emergency but the norm. He proposed that staff identify what processes will settle in to the new normal and see what is left that requires emergency authorization. Staff will review that and come back to the Board. Deputy Executive Director Black says staff are already thinking in this way. She will consider how to present this. She thinks the emergency authorization will remain useful for the continuing occasions when THA must respond quickly. Chair Young is not worried about what the agency is doing but instead wants to look ahead to a new normal.

ED Mirra looked ahead to the state legislature's efforts to fill the state's large budget shortfall due to the pandemic. The main issue for THA is preserving the state's operational appropriation for Arlington Drive Campus for Homeless Youth and Young Adults. He reviewed the various discussions with legislators and others. He recounted the case THA is making for continuing the funding even as the legislature must fill a large budget shortfall.

THA has created an Equity, Diversity and Inclusion (EDI) staff committee. Directors Johnson and Hanauer are convening. It will review what these values mean in three areas of THA's work: as a workplace; in its services to clients and the community; and in its advocacy. ED Mirra noted that Commissioners Hodge and Smith have experience and insights that would be valuable to the effort. They have graciously expressed their interest to participate in the discussions. ED Mirra would like their participation to take the form of a new Board committee.

Such a Board committee will be a way to vet the proposals that are headed to the full Board. Director Johnson likes the idea. She offered to meet regularly with Commissioners Hodge and Smith to provide them an overview of what has been happening with the group and decide how to go from there. Commissioner Hodge stated that when things are decided and there is plan, she and Commissioner Smith would like to attend a big group meeting to have a sense of the group dynamics. She added that for this kind of topic, people need to feel safe in the discussions. The Board unanimously agreed to create a Board EDI Committee.

Commissioner Banks' term at the Board is coming to an end. This will be his last full Board meeting. The mayor has chosen his successor in Pastor Michael Purter. The Board

hopes to welcome him at the August Board meeting and to say farewell to Commissioner Banks. Although this will not be done in person, THA will find a way to express thanks to Commissioner Banks. Commissioner Banks thanked everyone and stated that he will miss everyone and have learned a lot from different perspectives. Vice Chair Rumbaugh stated that Commissioner Banks represented his constituency well. Chair Young will miss Commissioner Banks' point of view.

## **7. ADMINISTRATIVE REPORTS**

### **Finance**

Finance Department (FD) Director Ken Shalik started by expressing his pleasure in working with Commissioner Banks for years.

The quarterly report through June 30 will be provided next month. THA is doing well both in income and expenses staying within budget. THA continues to incur expenses attributable to the pandemic. THA received \$750K from Housing and Urban Development (HUD) to cover some of them. THA will receive Housing Assistance Program (HAP) funds, but have yet to receive information on how much and when. Staff will continue to cope with Covid.

The state extended its audit deadline to March 31<sup>st</sup> of next year. Auditors are in the planning phase and will start the single audit next month. Director Shalik hopes to have the audit completely finished by September. It will be more challenging this year due to telework.

THA has adequate funds in cash and received the waterfall payment for Renew Tacoma, which was around \$2.3M. THA has approximately \$1.3M in Moving to Work (MTW) cash balance and \$2.1M available. There is \$2.8M held by HUD and Director Shalik will do another draw down next month. There is \$8.6M in unencumbered which is higher than optimal. Vice Chair Rumbaugh asked if \$750K of HUD COVID-19 funding is close to what it will cost THA. Director Shalik responded that it will cost THA more because most of the funds have been expended. A lot of the expenditures are due to salaries. THA should receive funds from HAP that can be used for HAP and administrative services. The funds need to be spent by the end of the year.

Vice Chair Rumbaugh moved to ratify the payment of cash disbursements totaling \$5,149,044 for the month of June 2020. Commissioner Banks seconded.

Upon roll call, the vote was as follows:

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



<b>Motion Approved.</b>
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## **Client Support and Empowerment**

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the Board to her report. The CSE team continues to show resilience, exceptional humor, teamwork, and creativity in a time when it isn't reasonable to expect. She is proud to work with her team. The CSE team helped families with summer camp through Metro Parks. Some kids are desperate to reconnect with each other and Metro Parks is making sure kids are safe at the camp. THA continues to receive food donations from St. Leo's. THA received CSE funds from the Ballmer Foundation with an education initiative and Director Hanauer hopes to launch a new program and will hire a program supervisor. CSE is hiring two people to replace Kye Hillig's position. One person to start next week and an offer has been extended for the second position.

Arlington Drive Campus for Homeless Youth and Young Adults is on track to spend the state's funding designated for this fiscal year, except for only \$3,000. The state has agreed to push that unspent balance to next year. Director Hanauer and ED Mirra are on a hunt for more funds. Vice Chair Rumbaugh asked where the side chalk came from and if there was a contest. ED Mirra responded that the \$5K came from the Greater Tacoma Community Foundation and Commissioner Smith arranged the distribution at Salishan. Commissioner Smith added that there are some talented kids and there was great art. Commissioner Hodge asked if some funds could be used to make a short documentary or video to be posted online. ED Mirra stated that Brandon Wirth is creating a photo album online.

THA will be distributing masks and mailing masks to all THA clients in its portfolio and voucher programs. Commissioner Smith stated that THA received 20K masks from the city of Tacoma. ED Mirra is grateful for Commissioner Smith's organization and capacity, both for the chalk project and the masks project. Vice Chair Rumbaugh asked what kind of masks were donated. ED Mirra responded that they are cloth that are washable and reusable.

## **Rental Assistance**

Rental Assistance (RA) Director Julie LaRocque was not in attendance. DED Black reported on her behalf. RA is working to lease up new program vouchers received over the past six months, most notably in mainstream and Family Unification Program (FUP). RA is also doing outreach on the waiting list to see who wants to transfer to The Rise. Staff are getting ready to lease up The Rise and Arlington. THA continues to be overutilized in its voucher programs. There will be a spike at the end of the year due to voucher commitments. Director LaRocque and her team met with the owners of Highland Flats this week to discuss the final amount owed to THA.

Vice Chair Rumbaugh asked for an update on the Department of Corrections (DOC) program at Tacoma Community College (TCC). According to DED Black, THA received

the proposal from TCC and DOC a month ago. Staff met to go over the proposal but it had complicating factors that would have had THA administering four types of subsidy in the College Housing Assistance Program (CHAP) umbrella. There were other challenges that would impact operations long term while RA is dealing with Covid crisis. THA will get back to TCC by August 31<sup>st</sup>. The proposal is to have all 25 DOC vouchers used as tenant based subsidies as opposed to trying to find one landlord to take 10-15 vouchers. DOC collaborated with TCC on the proposal. She notes that this planning pre-dated the pandemic.

Vice Chair Rumbaugh inquired about the 60 mainstream vouchers that are not utilized. According to DED Black these are for disabled, non-elderly persons. Vice Chair Rumbaugh noted that unlawful detainers have been stayed by the government until August 1 and asked how many voucher holders would be falling behind with rent because they lost their jobs. DED Black does not have this data, but stated that if a family reported financial loss, THA dropped their share of the rent effective April through July. It was an opportunity for families to report changes and for THA to pick up the higher portion of the rent. In discussions with Highland Flats on income verification, they have a number of tenants that have not paid their rent who will be at risk of losing their housing. Staff will meet with Highland Flats to come up with a solution so tenants are not served with eviction notices. These, according to Vice Chair Rumbaugh are the kinds of numbers he is interested in. Commissioner Hodge mentioned the 25 vouchers not used and asked if they can be used to house homeless people. DED Black responded that while THA has 25 unused vouchers, THA is already at 101% budget utilization. Unused vouchers is positive, but THA will keep its commitment for those who want to access those vouchers when they are ready.

Commissioner Hodge expressed the frustration she feels when she sees articles about homeless families. Vice Chair Rumbaugh added that it is a supply side housing issue in Pierce County. He asked about the \$1.2 M THA provides to the county for Rapid Rehousing (RRH). DED Black responded that THA provided \$1.3M.

Commissioner Smith asked if a community of tiny houses for the homeless is something THA can do. ED Mirra noted that THA has donated to the City the use of part of its land at 60<sup>th</sup> and McKinnley for just such a community. It will have 53 tiny houses. The City has the use of the land until New Year's Eve next year.

DED Black did not want to ignore the utilization inquiry by Vice Chair Rumbaugh and asked Director Shalik to weigh in regarding the increase in Housing Assistance Program (HAP) funding. During the next budget process, THA will budget more HAP funds to be spent on HAP to adjust utilization closer to 100%. Director Shalik confirmed and added that THA budgeted conservatively and received \$1M funding from HUD. Funding will remain the same next year and could get higher. Utilization is projected out three years and will not drop until 2022.

## **Property Management**

Property Management (PM) Director Frankie Johnson started by thanking her team for their hard work through the pandemic. She also thanked DED Black for her leadership with the Emergency Operations Committee (EOC). THA has its first positive case of COVID among staff; one maintenance tech tested positive after having contact with a family member who came to visit. But thanks to the information from the EOC, he did all the right things: he self-quarantined, let his supervisor know, tested, and provided results. The good news is that this person is now off the respirator, out of the hospital and doing well at home. The doctor did ask him not to return to work for another 7 days. One hundred thirty three (133) staff members took the Covid training through Target Solutions.

PM continues to do well on turns for the fifth month in a row with under 20 days and 14 this month. Director Johnson thanked her maintenance staff and David Dailey who did a great job in the EOC team. He continues to show that he was an excellent choice for THA. Admin staff are gearing up to normal work at THA and preparing for what that will look like. PM is doing an annual interim certification through DocuSign. Staff are deep in Covid cleaning and sanitization, which can be difficult. Director Johnson is communicating with her team to make sure they are getting what they need. She is concerned about the uptick in Covid cases. Staff are doing more to minimize the spread.

Occupancy rate remains at 99% for 18 months in a row. The increase in the number of emergency work orders, which is generally under 10, is a result of some normal work orders escalating to urgent level.

PM had new hires and are prepared to lease up The Rise and Arlington. ED Mirra inquired about the data for rent collections. According to Director Johnson, she and Directors Burgess and Shalik met to see how soon they can provide the information but they are trying to make sure the data is meaningful and accurate. ED Mirra also asked that the report include rent collections for all THA properties, including those with third party managers. Chair Young asked if THA does a lot of online Covid trainings. Director Johnson responded that THA used Target Solutions primarily for PM but since they had it available, it was expanded to all of THA staff. Commissioner Hodge asked if there have been requests for trainings in other languages. No, responded Director Johnson.

## **Real Estate Development**

Real Estate Development (RED) Director Kathy McCormick directed the Board to her report. RED received an email from Shilo Baptist Church; they want to redevelop a property they own. Five hundred seventy five thousand (\$575K) will be coming to THA for the sale of a lot at Salishan where Michael Hopkins will be developing townhomes. Director McCormick and ED Mirra have been working with the Greater Tacoma Community Foundation (GTCF) regarding unit banking where THA acquires units and does not increase rents up to market rate but rather keeps the rate reasonable. According to GTCF, this is their top priority and have hired a consultant to work with THA. In 5-10

years, these will be market rate affordable. Chair Young stated that it sounds similar to Forterra's funds.

According to Director McCormick, Arlington Drive's construction will finish in early September. The Rise on 19<sup>th</sup> will finish about the same time. Vice Chair Rumbaugh inquired about Gault School. Director McCormick responded that RED received estimates for seismic, roof and windows, which was around \$6M. Staff are trying to learn how much funding the City can contribute. Staff may have to look for non-traditional funding sources. The report is finished for the community engagement process. The next community engagement will figure out what the neighborhood needs

## **Human Resources**

Human Resources (HR) Director Toby Kaheiki expressed his appreciation for Commissioner Banks and his services to the Board. He also expressed his love and appreciation for the cabinet team that has taken a big lift especially in the EDI work. HR is looking forward to taking a lead on the impact of EDI in the workplace and efforts as it relates to the workplace.

Director Kaheiki is reevaluating the HR team, where their priorities are and will be meeting with each Cabinet member for their input. There will be changes with staffing to help establish the best structure for HR moving forward. For online training, HR recently signed an agreement with an existing application tracking system with recruitment through NeoGov and will implement a learning online training module. Director Kaheiki will meet with them to figure out how to put that in place like a library of trainings for staff. This will be across the Board training for staff.

HR has also been busy with emergency matters lately. Director Kaheiki will be stepping up the quarterly reporting to the Board. Commissioner Hodge inquired about new hires and promotion demographic information. According to Director Kaheiki 4 out of the 5 hires are women and new hires is 90% diverse. 5 out of the 6 promotions were female. Out of the 9 reclassifications, 3 were male.

## **8. NEW BUSINESS**

### **8.1 RESOLUTION NO. 2020-07-22 (1) (Acquisition of Conifer South Tacoma Apartments, LLC, Pine Tree Harbor Tacoma Apartments, LLC, and Redwood Juniper Tacoma Apartments, LLC)**

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the Authority to acquire Conifer South Tacoma Apartments, LLC, Pine Tree Harbor Tacoma Apartments, LLC, and Redwood Juniper Tacoma Apartments, LLC; and determining related matters.

**Whereas**, RCW 35.82.070 authorizes the Housing Authority of the City of Tacoma (the “Authority”), among other things, to acquire and operate housing projects; and

**Whereas**, RCW 35.82.040 authorizes the Authority to “delegate to one or more of its agents or employees such powers or duties as it may deem proper”; and

**Whereas**, The Authority is the Administrative Managing Member of Conifer South Tacoma Apartments, LLC (the “Conifer LLC”), pursuant to that certain Second Amended and Restated Operating Agreement dated as of March 16, 2005 (the “Conifer Agreement”), among Conifer South Management, LLC, the Authority, and Key Community Development (the “Investor Member”); and

**Whereas**, The Conifer LLC owns the Conifer South Apartments (the “Conifer Project”) located at 5235 South Warner Street, Tacoma, Washington; and

**Whereas**, Section 8.7 of the Conifer Agreement grants the Authority the right of first refusal to acquire the Conifer Project; and

**Whereas**, The Authority is the Administrative Managing Member of Pine Tree Harbor Tacoma Apartments, LLC (the “Pine Tree LLC”), pursuant to that certain Second Amended and Restated Operating Agreement dated as of March 16, 2005 (the “Pine Tree Agreement”), among Pine Tree Harbor Management, LLC, the Authority, and the Investor Member; and

**Whereas**, The Pine Tree LLC owns the Pine Tree South Apartments (the “Pine Tree Project”) located at 2501 South G Street, Tacoma, Washington; and

**Whereas**, Section 8.7 of the Pine Tree Agreement grants the Authority the right of first refusal to acquire the Pine Tree Project; and

**Whereas**, The Authority is the Administrative Managing Member of Redwood Juniper Tacoma Apartments, LLC (the “Redwood LLC”), pursuant to that certain Second Amended and Restated Operating Agreement dated as of March 16, 2005 (the “Redwood Agreement”), among Redwood Harbor Management, LLC, the Authority, and the Investor Member; and

**Whereas**, The Redwood LLC owns the Redwood Juniper Apartments (the “Redwood Project”) located at 3015 North Pearl Street, Tacoma, Washington; and

**Whereas**, Section 8.7 of the Redwood Agreement grants the Authority the right of first refusal to acquire the Redwood Project;

**Whereas**, At a special meeting held on July 7, 2020, the Authority’s Board of Commissioners (the “Board”) approved a motion authorizing the Authority to exercise the rights of first refusal to acquire the Conifer Project, the Pine Tree Project and the Redwood Project, and authorized the Authority’s Executive

Director to do all things necessary or desirable on the Authority's behalf to exercise such rights of first refusal; and

**Whereas**, Pursuant to such authority, the Executive Director sent letters to each of the Conifer LLC, the Pine Tree LLC and the Redwood LLC exercising said rights of first refusal on the Authority's behalf; and

**Whereas**, Federal low-income housing tax credits were allocated for each of the Conifer Project, the Pine Tree Project and the Redwood Project (collectively, the "Projects"), and transfers of the Projects are subject to approval of the Washington State Housing Finance Commission (the "Commission"); and

**Whereas**, The Commission requires that the Board adopt a resolution authorizing the Authority to obtain each of the Projects and to assume the responsibilities of the Conifer LLC, the Pine Tree LLC and the Redwood LLC, respectively, as they pertain to the federal low-income housing tax credits, and also providing signature authority on behalf of the Authority; now, therefore be it

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

1. Transfer Authority. The Authority is authorized to (i) obtain each of the Projects pursuant to the rights of first refusal granted to the Authority, (ii) assume the responsibilities of the Conifer LLC, the Pine Tree LLC and the Redwood LLC, respectively, as they pertain to the Commission's tax credit program and the federal low-income housing tax credits that were available to each of the Projects, and (iii) enter into such agreements as are necessary or desirable (as determined by the Authority's Executive Director) to evidence the same (including one or more transfer agreements with the Commission). The Authority's Executive Director and the Authority's Deputy Executive Director, and each of them acting alone, are authorized to (i) negotiate, execute, deliver and, if applicable, file (or cause to be executed and delivered and, if applicable, filed) on behalf of the Authority any government forms, affidavits, certificates, letters, documents, agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein; and (ii) cause the Authority to expend such funds as are necessary to acquire the Projects pursuant to the rights of first refusal and to pay for all filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution.
2. Acting Officers Authorized. Any action required by this resolution to be taken by the Executive Director or Deputy Executive Director may, in such person's absence, be taken by any employee of the Authority that has been designated by the Executive Director to act in the absence of the Executive Director or Deputy Executive Director.

3. Ratification and Confirmation. All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed. Nothing herein is intended to diminish the authority granted to the Authority and the Executive Director pursuant to the motion of the Board adopted at its July 7, 2020, special meeting.
4. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Vice Chair Rumbaugh motioned to approve the resolution. Commissioner Banks, seconded the motion.

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

**Motion Approved:** July 22, 2020

\_\_\_\_\_  
Derek Young, Chair

## **9. COMMENTS FROM COMMISSIONERS**

Chair Young thanked staff and commissioners for their hard work during the uncertainty, and their ability to get things done. Vice Chair Rumbaugh agreed and is particularly impressed with staff moving forward on issues of racial inclusion and equity. It is very important and difficult to do during a pandemic and he admires everyone's efforts to move that forward and follow THA's principal mission to get people housed. Commissioner Hodge is impressed with how staff have been able to do a great job, maintain good morale and show enthusiasm for THA's mission. Commissioner Smith agreed and thanked staff who have done an amazing job coming up with an EDI plan. Commissioner Banks thanked staff and commissioners for their assistance over the years and is looking forward to hearing about the great things THA will be doing in the future.

## **10. EXECUTIVE SESSION**

None.

## **11. ADJOURNMENT**

There being no further business to conduct the meeting ended at 6:43 PM.

**APPROVED AS CORRECT**

**Adopted:** September 8, 2020

\_\_\_\_\_  
Stanley Rumbaugh, Chair



## **TACOMA HOUSING AUTHORITY**

### **Real Estate Development Committee**

Chair Stanley Rumbaugh  
Commissioner Derek Young

### **Finance Committee**

Commissioner Derek Young  
Commissioner Minh-Anh Hodge

### **Community Partnerships Committee**

Vice Chair Shennetta Smith  
Commissioner Pastor Michael Purter

### **Education Committee**

Vice Chair Shennetta Smith  
Commissioner Minh-Anh Hodge

### **Diversity, Equity and Inclusion Committee**

Vice Chair Shennetta Smith  
Commissioner Minh-Anh Hodge





**TACOMA HOUSING AUTHORITY**

**COMMENTS FROM THE  
EXECUTIVE DIRECTOR**



# TACOMA HOUSING AUTHORITY

**To:** THA Board of Commissioners  
**From:** Michael Mirra, Executive Director  
**Date:** August 23, 2020  
**Re:** Executive Director's Monthly Report

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This is my monthly report for August 2020. It supplements the departments' reports.

## 1. ANNUAL BOARD MEETING TOPICS

### 1.1 Farewell and Thanks for Commissioner Banks, and Welcome to Commissioner Michael Purter

As the Board knows, Commissioner Arthur Banks is concluding his third term on the Board. At the same time, he is retiring as Pastor from the Eastside Baptist Church. His retirement from the Church would not preclude his continuation on the Board. However, he and his family are moving to Texas! So, Commissioner Banks is also retiring from THA's Board. On Tuesday, August 18, 2020, the City Council appointed Pastor Michael Purter as THA's new Commissioner. The Board meeting will be a chance for us to express our thanks and farewells to Commissioner Banks, and to welcome Commissioner Purter.

### 1.2 Board's Choice of Its Chair and Vice Chair and Committee Members

The Annual Board meeting is the occasion for the Board to select its Chair and Vice Chair for the next year. The Board will also confirm the assignments of Commissioners to the five Board Committees:

- Finance and Audit Committee
- Real Estate Development Committee
- Education Committee
- Diversity, Equity and Inclusion Committee
- Community Partnerships Committee

### 1.3 By-Laws Review

The Annual Meeting is also an occasion to make any changes to the Board's By-Laws. At its regular meeting, a resolution will ask the Board an amendment. The purpose of the amendment is to conform to the Governor's public health directives against meeting in person during the COVID-19 pandemic.

## 2. THE WORK OF THA

The departments' reports show what I hope the Commissioners already know: staff are working hard and effectively. Another way to show this has been my annual report on Open Projects. It is attached.

**3. ARLINGTON DRIVE APPROPRIATION**

Kathy and Cacey will report the very good news about the completion and opening of the Arlington Drive Campus for Homeless Youth and Young Adults: ahead of schedule and under budget. This is an impressive achievement by THA and our many partners, especially during a pandemic.

Having built it, and opened this ambitious and unique campus, THA's next challenge is to preserve the state funding we need to operate it. We need **\$2 million** of state funding each year indefinitely. The legislature funded us at this rate for the present biennium. We were expecting the state to fold this money into the baseline funding for the state's Office of Homeless Youth. Then the pandemic arrived.

That funding challenge will preoccupy us during the legislative session that convenes in January. It will be a hard budget session because of the state's loss of revenue during the pandemic. I attach the most recent budget report from the state's Office of Financial Management. The most pertinent part shows on page 8: the legislature must find \$6 billion of cuts out of the \$25 billion portion of the budget that is discretionary. This assumes that the legislature will not increase taxes. It also assumes that the legislature will spend down the state's \$2.4 billion reserves.

Despite this budget emergency that the legislature must face we must ask legislators to put the Arlington Drive funding into that narrow slice of the budget that needs full protection. Our case for this is strong. I ask that all Commissioners be fluent in the case and be alert for their chance to make it to legislators. Our case comes in 6 parts:

- (1) **Preserve the State, City and County Investment Already Made to Build Arlington Drive:** State - \$5 million; City - \$1.2 million; County - \$670,000 most of the money to build Arlington came from private sources (tax credit investors and THA debt), the state, the city and the county have also invested millions:

- State - \$5 million
- City - \$1.2 million
- County- \$670,000

The operating money is necessary so the state, the city, and county get the value of their investment. Their investment will go to waste if, for lack of operating funds, Arlington cannot open for homeless youth and young adults.

- (2) **Arlington Drive Money Will Serve the Neediest: Homeless Young People** We understand that serving the neediest is a state spending priority. Near the top of that list must be homeless young people. Arlington Drive will serve and save hundreds of young people a year. They will come to Arlington from the streets. The police will bring them. They will come from sex trafficking, from trading sex for shelter, from foster care, and from the juvenile justice

system. They will come when their families kick them out. They will come when they make the plausible judgment that the streets are safer than home. Arlington Drive will give them all a second chance: a second chance at an adolescence, a family, and an education; a second chance at a reasonable adulthood, an occupation, and a life without dependency on social services; and a second chance at a life without fear.

- (3) **Arlington Drive is a Necessary Public Health Response to the Pandemic**  
The pandemic has made the need for Arlington Drive more dire. The pandemic has reminded us that housing is necessary not only for personal health, but also for public health. This is especially true for homeless young people. Most traditional shelters are not open to them, or they are not safe for young people. Young people then find shelter and safety in groups, with no prospect for social distancing, hygiene, or guidance. They face greater risks when they trade sex for shelter.
- (4) **Arlington Drive will Save Money in Averted Other Costs**  
Spending the appropriated funds will save money in averted costs that will arise from the other services those young people will need now or later if they cannot get housing and services at Arlington, especially if they get sick with COVID-19 or make other people sick.
- (5) **Arlington Drive is an Investment in a More Equitable Future**  
Arlington Drive will help address grievous inequities. Youth of color and LGBTQ show among homeless young people to an extent that is greatly disproportionate to their numbers in the general population. Their homelessness promises to perpetuate these disparities into a population of adult homelessness.
- (6) **THA's Financial Exposure**  
We also note THA's financial peril if it cannot open and populate Arlington Drive as it promised its investors and lenders it would do. In that case, THA would face liabilities we do not even want to think about. We know that is not quite the state's problem. But because THA incurred these risks reliant on the state appropriation, we do want the state to know.

#### 4. CONGRESSIONAL BUDGET NEWS

Congress is deliberating two budget measures that will affect THA:

- 2021 HUD budget
- next COVID-19 Relief Bill

THA is beginning work on its own 2021 budget that the Board must adopt in December. Over the past 15 years, we have learned that Congress is not likely to pass the budget by its own October 1<sup>st</sup> deadline. We often must wait until the following year to learn what our

allocation will be. That will likely be the case this year. This means we will use one of our important budget principles in drafting our own budget: we will presume upon the worst of the plausible budget versions working their way through Congress.

To find out what that version is, I have consulted with our Congressional delegation. At the Board meeting, I will recount what I learned.

Apart of those discussion, I can report now on what we know from the version of the HUD budget that the House of Representative adopted. I attach CLPHA's chart that compares the House proposal with the Administration's proposal and with past years' funding. I show in **red** the line items of most importance to THA. In summary, the House Bill would be quite positive for THA and PHA generally, in these ways:

- The bill would fund HUD at \$50.6 billion - \$1.5 billion above last year's enacted level and \$13.3 billion above the Administration's budget request. There is an additional \$50 billion in HUD funding proposed under a new and separate appropriation for infrastructure needs, including \$24.25 billion intended to address deferred public housing capital needs across the program.
- Housing Choice Voucher renewals are proposed for funding at \$1.35 billion above the FY20 enacted level. This should be sufficient to fully fund all vouchers currently in use. \$20 million in funding for incremental VASH vouchers was also included.
- The House eliminated HUD's proposed language that would reduce the flexibilities of the MTW program and enable HUD to unilaterally change MTW contract terms.
- The bill also contains language preventing HUD from implementing a proposed rule to prohibit "mixed-status" families — households whose members have different citizenship and immigration statuses — from living in public and other subsidized housing, as well as proposed changes to the Equal Access Rule, which if put in place would allow shelter providers that lawfully operate as single-sex or sex-segregated facilities to voluntarily establish a policy that could limit admission for people whose gender identity does not match their biological sex.

The House approved this bill by a largely party line 217-197 vote. The Senate has not yet scheduled any budget hearings.



## Tacoma Housing Authority

### Project Database

## STRATEGIC OBJECTIVES, OPEN STRATEGIES AND OPEN PROJECTS WITH DETAIL

August 22, 2020

Strategic Objective	Date	Status	Description
ADMINISTRATION	2/27/2013	OPEN	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.

### STRATEGIES FOR THE ADMINISTRATION STRATEGIC OBJECTIVE

<b>STRATEGY:</b> ATTRACT AND KEEP GOOD STAFF AND IMPROVE OR ADDRESS OTHERS	12/30/2006	OPEN	THA will recruit, hire and keep staff who excell at their work, who work hard and who care about THA, its mission and its customers. THA will seek to improve or address staff who do not perform up to these standards.
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### PROJECTS FOR THE ATTRACT AND KEEP GOOD STAFF AND IMPROVE OR ADDRESS OTHERS STRATEGY

EX-2019-006 - 2019-2020 Annual Report	Open	<b>Start:</b> 10/18/2019 <b>Due:</b> 06/19/2020 <b>Closed:</b>	Produce an annual report that highlights THA's activities, data and outcomes from 2019.
EX-2016-001 - Business Process: Posting to Share Drive	Open	<b>Start:</b> 01/15/2016 <b>Due:</b> 12/15/2017 <b>Closed:</b>	Create a business process detailing the necessary steps to submit documents to be saved to the Share drive.
EX-2019-007 - Cabinet Team Building	Open	<b>Start:</b> 06/13/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	This project will include work to improve Cabinet dynamics within a Cabinet that has had a significant change in membership over the past two years.

HR-2017-018 - Family-Friendly THA	Open	<b>Start:</b> 04/04/2017 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA wants to be a workplace that is friendly and supportive to staff who are parents and grandparents and to visiting children. This project will review how we are doing in this way and how we can do better.
HR-2018-005 - HR Policy Update	Open	<b>Start:</b> 10/31/2018 <b>Due:</b> 12/31/2020 <b>Closed:</b>	Update HR policies so that they comply with all current and new federal, state and local regulations and serve the agency as it is today.
AD-2019-011 - IT - Performance Evaluation Upgrade	Open	<b>Start:</b> 09/09/2019 <b>Due:</b> 08/31/2020 <b>Closed:</b>	The current server housing THA's PE system is failing. The code used to build this system is also very old. We were unable to find someone who can program in this language. The upgraded system will look and feel the same, but the backend code will be modern and more manageable.
AD-2020-007 - New Project Management Tool	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Implement new project management tool for THA organization that is native to OpenDoor, intuitive, and delivers ease of use for end-users.
HR-2016-004 - Onboarding Improvement	Open	<b>Start:</b> 02/28/2016 <b>Due:</b> 06/30/2020 <b>Closed:</b>	Provide new hires with a more robust and formal introduction to THA.
HR-2019-001 - THA Job Description revision project	Open	<b>Start:</b> 11/15/2019 <b>Due:</b> 11/30/2020 <b>Closed:</b>	This project has goals. Transition writing THA job descriptions (jd's) to other HR dept members. Improve jd's so that each jd clearly represents the work of the position. Ensure that our jd's enhance the recruitment process by making our jd's more succinct, eliminating unnecessary language, and clarifying the duties.
<b>STRATEGY: EFFICIENT, TRANSPARENT AND COMPLIANT FINANCIAL AND ADMINISTRATIVE SYSTEMS</b>	12/30/2006	OPEN	THA will have financial and administrative systems that are efficient, transparent and compliant with its own rules and the pertinent rules of regulators.

**PROJECTS FOR THE EFFICIENT, TRANSPARENT AND COMPLIANT FINANCIAL AND ADMINISTRATIVE SYSTEMS STRATEGY**

AD-2011-014 - AM - Property Contractual Obligations, Rights and Deadline Tracking	Open	<b>Start:</b> 08/09/2011 <b>Due:</b> 12/31/2060 <b>Closed:</b>	THA has tax credit properties. As part of the deal with the investors, THA has a right to purchase the properties from the investors at the end of the 15 year compliance period. THA has a similar purchase right for properties it financed as a conduit issuer of bonds. This project will calculate the purchase price for each property.
EX-2015-005 - Board Commissioner	Open	<b>Start:</b> 05/02/2015 <b>Due:</b>	The Commissioners on THA's board provide essential leadership, strategic direction and support to THA and staff. By law, Tacoma's

Recruitment		<b>Closed:</b>	Mayor appoints them. The Mayor typically asks the executive director to suggest several people he or she might consider. This project pertains to the effort to find good candidates to suggest to the Mayor.
PI-2017-025 - BPI - Streamlined Policy Tool Creation	Open	<b>Start:</b> 05/30/2017 <b>Due:</b> 12/29/2017 <b>Closed:</b>	Create a streamline policy tool to replace the Admin Plan and ACOP
FD-2019-003 - Budget Process - FY 2020	Open	<b>Start:</b> 09/19/2019 <b>Due:</b> 01/31/2020 <b>Closed:</b>	Budget Process for 2020
FD-2019-001 - Budget Software Purchase	Open	<b>Start:</b> 05/07/2019 <b>Due:</b> 09/30/2019 <b>Closed:</b>	Purchase Budget Software to transition from current Excel spreadsheets.
FD-2015-001 - Electronic Billing of Utility Bills	Open	<b>Start:</b> 01/15/2015 <b>Due:</b> 06/30/2019 <b>Closed:</b>	Work with City of Tacoma to transition utility bills to an electronic format
FD-2011-003 - Payroll Service review	Open	<b>Start:</b> 12/12/2011 <b>Due:</b> 12/31/2019 <b>Closed:</b>	Current payroll system is challenging both to staff and administratively. The goal is to reveiw, go out for RFP, and possibly change to a system that better suits the agencies needs in 2012
AD-2019-005 - Procurement Compliant	Open	<b>Start:</b> 04/08/2019 <b>Due:</b> 12/31/2020 <b>Closed:</b>	Bring THA compliant with CFR 200 in actions and to train staff in depth.
EX-2006-026 - Project Management Data Base	Open	<b>Start:</b> 06/16/2006 <b>Due:</b> 12/01/2021 <b>Closed:</b>	THA has commissioned the creation of a data base for several purposes. (i) to link projects with agency mission statements and strategies; (ii) to allow managers and staff to track projects and assignments; (iii) to allow project teams and other staff to share information about a project; (iv) to produce attractive reports. Having created the product in FileMaker Pro, THA recreated it in Salesforce. The Recreation is not satisfactory because of the limitations of Salesforce. This project remains open to fix those problems either in Salesforce or another platform.
EX-2015-002 - Re-Organization of THA Transition	Open	<b>Start:</b> 01/09/2015 <b>Due:</b> 08/01/2019 <b>Closed:</b>	THA has decided to re-organize. Choosing the new organizational structure was the subject of Project No. EX-2014-7. This project will implement the transition.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 09/01/2019	The Tacoma Housing Development Group (THDG) is THA's nonprofit affiliate. THA uses it for housing development financing and to receive



**Closed:** donations. This project will: (1) consider additional uses for THDG; (2) review its by-laws; (3) fill the vacant Board seat that present by-laws reserve for a community member.

**STRATEGY:** IMPROVE SERVICE TO INTERNAL AND EXTERNAL CUSTOMERS

12/30/2006 OPEN

THA will provide excellent service to its internal and external customers.

**PROJECTS FOR THE IMPROVE SERVICE TO INTERNAL AND EXTERNAL CUSTOMERS STRATEGY**

EX-2016-004 - Business Process: BOC Travel Authority	Open	<b>Start:</b> 01/15/2016 <b>Due:</b> 02/24/2017 <b>Closed:</b>	Create a business process detailing the necessary steps for requesting travel advance and submitting a travel request for Board Commissioners.
EX-2015-014 - Business Process: Public Records Request	Open	<b>Start:</b> 08/17/2015 <b>Due:</b> 02/24/2017 <b>Closed:</b>	Update the business process for Public Records Request with laws that have changed.
EX-2019-004 - Business Process: Reserving THA Rooms & Vehicles	Open	<b>Start:</b> 05/20/2019 <b>Due:</b> 07/31/2019 <b>Closed:</b>	The Reserving THA Rooms and Room Schematic sheet will provide THA staff the necessary steps to reserve rooms at THA and how many attendees the rooms can accommodate based on the room schematic.
EX-2016-002 - Business Process: Upload Board Documents to THA Site	Open	<b>Start:</b> 01/15/2016 <b>Due:</b> 01/27/2017 <b>Closed:</b>	Create a business process of uploading Board information and reports online to allow the public to view information.
EX-2020-006 - COVID 19: Face Masks Distribution to THA Clients	Open	<b>Start:</b> 07/06/2020 <b>Due:</b> 08/07/2020 <b>Closed:</b>	The Washington State Governor, effective July 6th, has ordered, with limited exceptions, that all persons wear face coverings when in public and that all businesses required visitors to wear face coverings. This project will distribute face masks to every person in a THA client household.
PI-2019-008 - Family Self Sufficiency Evaluation	Open	<b>Start:</b> 07/05/2019 <b>Due:</b> 08/31/2020 <b>Closed:</b>	This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
AD-2019-007 - IT - Barracuda Email Unstubbing	Open	<b>Start:</b> 06/13/2019 <b>Due:</b> 06/30/2020 <b>Closed:</b>	Project created to track the ongoing work with Barracuda to unstub email that was archived with the Barracuda Message Archiver.
AD-2017-014 - IT - Genetec Implementation	Open	<b>Start:</b> 07/01/2017 <b>Due:</b> 12/31/2024 <b>Closed:</b>	Security project in partnership with Genetec

AD-2020-007 - New Project Management Tool	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Implement new project management tool for THA organization that is native to OpenDoor, intuitive, and delivers ease of use for end-users.
AD-2020-006 - OpenDoor Assessment	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Technical assessment of OpenDoor system integrity.
RA-2017-013 - Referral and Information Plan	Open	<b>Start:</b> 02/26/2006 <b>Due:</b> 05/31/2019 <b>Closed:</b>	This project will review and revise how THA provides information and referral assistance to people seeking help. THA turns down most requests for help for lack of resources. Many of these people are in crisis. THA needs to be a reliable and humane source of information and referral to help people find other resources in the community. This project will see to it.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
<b>STRATEGY: INFORMATION AND DOCUMENT MANAGEMENT</b>	12/30/2006	OPEN	THA will improve how it creates, stores, retrieves information and documents, and makes them available for staff and the public.

#### PROJECTS FOR THE INFORMATION AND DOCUMENT MANAGEMENT STRATEGY

AD-2006-002 - Admin - Document Management System Design and Creation	Open	<b>Start:</b> 03/16/2007 <b>Due:</b> 12/31/2021 <b>Closed:</b>	THA needs a system to efficiently account for its business relationships and transaction histories and to provide for the safe and easy storage and retrieval of documents, in both paper and electronic form. This project must decide how to store and organize THA's documents and other important information. It relates to several other important projects, including THA's Share and Shadow drives, ISYS, SharePoint, and the THA Library.
EX-2016-012 - Business Process: Executive Assistant General Administration	Open	<b>Start:</b> 11/08/2016 <b>Due:</b> 03/31/2017 <b>Closed:</b>	Update the business process for EA General Administration.
AD-2020-008 - Electronic Content Management System (ECM)	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Implement Electronic Content Management System for organization.
RA-2017-011 - HUD HCV Audit Findings	Open	<b>Start:</b> 09/29/2017 <b>Due:</b> 11/30/2017 <b>Closed:</b>	This project exists to manage an inter-departmental response to the recent findings from the HUD HCV Audit dated 2017-09-19.

AD-2019-007 - IT - Barracuda Email Unstubbing	Open	<b>Start:</b> 06/13/2019 <b>Due:</b> 06/30/2020 <b>Closed:</b>	Project created to track the ongoing work with Barracuda to unstub email that was archived with the Barracuda Message Archiver.
EX-2006-026 - Project Management Data Base	Open	<b>Start:</b> 06/16/2006 <b>Due:</b> 12/01/2021 <b>Closed:</b>	THA has commissioned the creation of a data base for several purposes. (i) to link projects with agency mission statements and strategies; (ii) to allow managers and staff to track projects and assignments; (iii) to allow project teams and other staff to share information about a project; (iv) to produce attractive reports. Having created the product in FileMaker Pro, THA recreated it in Salesforce. The Recreation is not satisfactory because of the limitations of Salesforce. This project remains open to fix those problems either in Salesforce or another platform.
EX-2016-006 - Written Notices Posted in Lobbies of THA Buildings	Open	<b>Start:</b> 01/25/2016 <b>Due:</b> 02/01/2020 <b>Closed:</b>	Create a business process for posting information/resources at THA lobbies to allow for a more orderly and attractive board; Purchase boards for all properties.
<b>STRATEGY: REVIEW AND CLARIFY POLICIES AND PROCEDURES</b>	12/30/2006	OPEN	THA will have clear policies and procedures.

**PROJECTS FOR THE REVIEW AND CLARIFY POLICIES AND PROCEDURES STRATEGY**

PI-2020-003 - Administrative Plan-Rewrite 2020	Open	<b>Start:</b> 04/07/2020 <b>Due:</b> 12/31/2020 <b>Closed:</b>	This project will undertake recreating THA's current Administrative Plan which governs all of THA's Housing Choice Voucher programs.
AD-2018-004 - BPI - Business Process Inventory - Current State Documentation	Open	<b>Start:</b> 07/02/2018 <b>Due:</b> <b>Closed:</b>	This project represents an inventory of business processes organized by department. Each objective represents the status of process documentation for the CURRENT STATE. Closed objectives indicate that current state documentation has been created by BPI and available on the Share Drive (T:) 9. Business Process Improvement.
EX-2018-001 - Business Process: Combine BOC Processes Into One Project	Open	<b>Start:</b> 01/31/2018 <b>Due:</b> 06/29/2018 <b>Closed:</b>	There are a few Board of Commissioner (BOC)-related process that should be combined into one process under Executive.
AD-2019-005 - Procurement Compliant	Open	<b>Start:</b> 04/08/2019 <b>Due:</b> 12/31/2020 <b>Closed:</b>	Bring THA compliant with CFR 200 in actions and to train staff in depth.
CS-2013-007 - Training: Trauma Informed Care and Motivational	Open	<b>Start:</b> 10/17/2013 <b>Due:</b> 07/28/2017	Community Services is moving toward more consistent, measurable practices and outcomes. To accomplish this, we are creating a common

Interviewing		<b>Closed:</b>	service model with a therapeutic theory and strategic practice. Trauma Informed Care and Motivational Interviewing provide this theory and strategy. The strategy will be reflected in all service planning and reporting documents.
CS-2013-007 - Training: Trauma Informed Care and Motivational Interviewing	Open	<b>Start:</b> 10/17/2013 <b>Due:</b> 07/28/2017 <b>Closed:</b>	Community Services is moving toward more consistent, measurable practices and outcomes. To accomplish this, we are creating a common service model with a therapeutic theory and strategic practice. Trauma Informed Care and Motivational Interviewing provide this theory and strategy. The strategy will be reflected in all service planning and reporting documents.
<b>STRATEGY: STRATEGIC PLANNING</b>	12/30/2006	OPEN	THA will devise a way to integrate strategic planning into its regular annual cycle of decision making.

#### PERFORMANCE MEASURES FOR THE STRATEGIC PLANNING STRATEGY

Test Unmuted, but I made the change. Should not receive email.

#### PROJECTS FOR THE STRATEGIC PLANNING STRATEGY

PM-2020-007 - Appliance Asset Distribution - Salishan	Open	<b>Start:</b> 07/14/2020 <b>Due:</b> 04/01/2021 <b>Closed:</b>	Salishan is the only THA property where Washer and Dryer units are provided. Maintenance staff spend an enormous amount of time servicing these machines, as well as money replacing them. This project is designed to stop supplying machines to new households, transfer existing machines to tenant ownership, or remove machines that are unwanted.
AD-2020-002 - Covid-19 Response	Open	<b>Start:</b> 03/12/2020 <b>Due:</b> <b>Closed:</b>	Covid-19 Response and Planning
PI-2019-008 - Family Self Sufficiency Evaluation	Open	<b>Start:</b> 07/05/2019 <b>Due:</b> 08/31/2020 <b>Closed:</b>	This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
AD-2020-007 - New Project Management Tool	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Implement new project management tool for THA organization that is native to OpenDoor, intuitive, and delivers ease of use for end-users.
AD-2020-006 - OpenDoor Assessment	Open	<b>Start:</b> 06/25/2020 <b>Due:</b> <b>Closed:</b>	Technical assessment of OpenDoor system integrity.
EX-2006-026 - Project Management Data	Open	<b>Start:</b> 06/16/2006	THA has commissioned the creation of a data base for several purposes.

Base			<b>Due:</b> 12/01/2021 <b>Closed:</b>	(i) to link projects with agency mission statements and strategies; (ii) to allow managers and staff to track projects and assignments; (iii) to allow project teams and other staff to share information about a project; (iv) to produce attractive reports. Having created the product in FileMaker Pro, THA recreated it in Salesforce. The Recreation is not satisfactory because of the limitations of Salesforce. This project remains open to fix those problems either in Salesforce or another platform.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open		<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
PM-2016-002 - Salishan Water Conservation Project	Open		<b>Start:</b> 08/19/2016 <b>Due:</b> 11/30/2017 <b>Closed:</b>	To conserve water throughout the Salishan property
RA-2017-012 - Voucher Utilization Rate Improvement	Open		<b>Start:</b> 01/27/2017 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA's utilization rate of its baseline of housing vouchers is a vital measure. THA has been at 100%. That target will be hard to maintain as the rental market tightens and our funding goes down. Competing claims on our funds complicate the question. This project will produce a written analysis and recommendations for the Executive Director.

Strategic Objective	Date	Status	Description
ADVOCACY AND PUBLIC EDUCATION	2/27/2013	OPEN	THA WILL ADVOCATE FOR THE VALUE OF ITS 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 LEVELS.

#### STRATEGIES FOR THE ADVOCACY AND PUBLIC EDUCATION STRATEGIC OBJECTIVE

<b>STRATEGY:</b> THA AS A SOURCE OF DATA AND EXPERTISE TO OTHERS	12/30/2006	OPEN	THA will develop and offer data and expertise to local, state and federal officials and communities on affordable housing and related topics.
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#### PROJECTS FOR THE THA AS A SOURCE OF DATA AND EXPERTISE TO OTHERS STRATEGY

PI-2019-008 - Family Self Sufficiency Evaluation	Open	<b>Start:</b> 07/05/2019 <b>Due:</b> 08/31/2020 <b>Closed:</b>	This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
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PI-2019-004 - Project Descriptions for THA Programs, Projects, and Initiatives.	Open	<b>Start:</b> 04/30/2019 <b>Due:</b> 10/31/2020 <b>Closed:</b>	Create consistent project descriptions
EX-2013-005 - Tacoma Gang Reduction Executive Steering Committee	Open	<b>Start:</b> 12/22/2013 <b>Due:</b> 06/01/2021 <b>Closed:</b>	The City of Tacoma City Council convened a Gang Reduction Task Force. An Executive Steering Committee oversee sits efforts. The Council asked THA through its executive director to serve on that Committee.
EX-2013-005 - Tacoma Gang Reduction Executive Steering Committee	Open	<b>Start:</b> 12/22/2013 <b>Due:</b> 06/01/2021 <b>Closed:</b>	The City of Tacoma City Council convened a Gang Reduction Task Force. An Executive Steering Committee oversee sits efforts. The Council asked THA through its executive director to serve on that Committee.
EX-2006-038 - Tacoma-Pierce County Affordable Housing Consortium	Open	<b>Start:</b> 09/30/2006 <b>Due:</b> <b>Closed:</b>	The Tacoma-Pierce County Affordable Housing Consortium (AHC) is a membership organization of developers, funders, managers or supporters of affordable housing in Pierce County. THA is a founding member. The AHC is a useful forum for advocacy, mutual support and information sharing. This project pertains generally to THA's membership.
<b>STRATEGY: ADVOCACY FOR AFFORDABLE HOUSING</b>	12/30/2006	OPEN	THA will effectively advocate for affordable housing, for policies that make it easier to develop and manage, and for the interests of low-income persons who need this housing.

#### PROJECTS FOR THE ADVOCACY FOR AFFORDABLE HOUSING STRATEGY

CS-2017-032 - Health Care and Housing Partnerships	Open	<b>Start:</b> 06/22/2017 <b>Due:</b> 12/30/2020 <b>Closed:</b>	Health care providers, including behavioral health care providers, and public and private health care funders recognize that housing is a determinate of health. Housing can save them money. In a reciprocal way, THA recognizes that the people it houses need health care if they are to succeed as tenants in buildings that presume upon their ability to live mostly independently. This project will seek out financing and service partnerships with health care providers and funders.
PM-2018-004 - Homeless Encampment: Finding a Spot	Open	<b>Start:</b> 06/27/2018 <b>Due:</b> 09/30/2018 <b>Closed:</b>	In the Spring of 2018, an encampment of homeless persons appeared across the street from THA's administrative building on the Hilltop. It concerns the neighbors, local businesses and users of People's Park. THA fully shares those concerns. THA also is concerned for the campers and their welfare. This project seeks to respond to the encampment in a way that accounts for THA's range of concerns and

				interests. This project will also model for other neighborhoods and organizations the effective, feasible and humane use of the City's program allowing and encouraging permitted temporary encampments for persons experiencing homelessness.
EX-2017-004 - Homeless Youth Advocacy	Open	<b>Start:</b> 02/05/2017 <b>Due:</b> 11/01/2017 <b>Closed:</b>		Private foundations may ask THA to host and supervise a position they will fund to advocate for the Pierce County region to respond effectively to homeless youth without families and homeless young adults. This position will provide data, expertise, advocacy and coordination. This project will manage THA's part in the discussions.
EX-2018-011 - Investment Fund for Affordable Housing: Explore Its Feasibility	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 01/01/2020 <b>Closed:</b>		This project will explore the feasibility of creating an investment fund for the purpose of raising money and providing a return on investment for the purchase or development in the Tacoma area of housing for low-income persons.
RA-2017-010 - Payment Standards Analysis	Open	<b>Start:</b> 08/24/2016 <b>Due:</b> <b>Closed:</b>		Payment standards are used to calculate the housing assistance payment (HAP) that THA pays to the owner on behalf of the family leasing the unit. THA is allowed to establish its own schedule of payment standard amounts by bedroom size. The range of possible payment standard amounts is based on HUD's published fair market rent (FMR) schedule.
PI-2019-004 - Project Descriptions for THA Programs, Projects, and Initiatives.	Open	<b>Start:</b> 04/30/2019 <b>Due:</b> 10/31/2020 <b>Closed:</b>		Create consistent project descriptions
RD-2018-009 - Sound Transit As a Source of Affordable Housing Resources	Open	<b>Start:</b> 12/30/2018 <b>Due:</b> 07/28/2019 <b>Closed:</b>		Sound Transit has legal obligations to provide land and other resources for affordable housing development along its transit routes. This project will understand this and elicit those resources for THA.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 09/01/2019 <b>Closed:</b>		The Tacoma Housing Development Group (THDG) is THA's nonprofit affiliate. THA uses it for housing development financing and to receive donations. This project will: (1) consider additional uses for THDG; (2) review its by-laws; (3) fill the vacant Board seat that present by-laws reserve for a community member.
<b>STRATEGY: COMMUNITY RELATIONS OUTREACH</b>		12/30/2006	OPEN	THA will organize sustained and effective efforts to inform the community of its work, elicit community support and increase public understanding and support for affordable housing initiatives generally.

#### PROJECTS FOR THE COMMUNITY RELATIONS OUTREACH STRATEGY

RD-2016-008 - 311 Mobilization and Outreach	Open	<b>Start:</b> 11/21/2016 <b>Due:</b> 01/01/2021 <b>Closed:</b>	Community engagement activities that highlight the availability and access to community resources, including the 311 program, to Hilltop community residents.
EX-2015-015 - Business Process: New BOC Member Orientation	Open	<b>Start:</b> 08/20/2015 <b>Due:</b> 06/30/2017 <b>Closed:</b>	Create a business process to orient new commissioners to the THA Board.
RD-2019-015 - Census 2020 Initiative	Open	<b>Start:</b> 11/26/2019 <b>Due:</b> 06/30/2020 <b>Closed:</b>	The Census 2020 Initiative aims to mobilize a community led effort that will maximize participation in the 2020 Census Among THA clients.
AD-2020-002 - Covid-19 Response	Open	<b>Start:</b> 03/12/2020 <b>Due:</b> <b>Closed:</b>	Covid-19 Response and Planning
RA-2019-003 - Family Unification Program (FUP) Vouchers - Preparing for THA's Application	Open	<b>Start:</b> 04/26/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	This project will allow THA to submit a strong application to HUD for Family Unification Program (FUP) vouchers and to the state for comparable dollars. THA's unsuccessful 2018 FUP application showed significant weaknesses. This project will fix them.
RD-2017-016 - Hilltop - Neighborhood Revitalization Master Planning	Open	<b>Start:</b> 11/09/2017 <b>Due:</b> 12/31/2019 <b>Closed:</b>	\$250,000 grant from JPMorgan Chase Foundation is awarded to THDG to support THA's community development work in Hilltop Tacoma: Form Task Force, Create CBO, look at similar models, market study, Alley Activation, business consulting, entrepreneurs, artists, major employers, map current business and property owners, improve and retain homeownership, increase # of residents working in area.
PI-2019-004 - Project Descriptions for THA Programs, Projects, and Initiatives.	Open	<b>Start:</b> 04/30/2019 <b>Due:</b> 10/31/2020 <b>Closed:</b>	Create consistent project descriptions
EX-2018-005 - Tenant Protection Policy Proposals: City of Tacoma - State of Washington	Open	<b>Start:</b> 06/06/2018 <b>Due:</b> 06/01/2021 <b>Closed:</b>	The Tacoma City Council and the Washington State legislature have been considering important legislative proposals to enhance the rights of residential tenants. THA has several interests in the matter including its interests as the City's largest landlord and its mission to advocate for the housing needs of low-income residents. This project will find and manage THA's place in these civic discussions. In the state discussions, THA is also helping to represent the Association of Washington Housing Authorities.



Strategic Objective	Date	Status	Description
ENVIRONMENTAL RESPONSIBILITY	2/27/2013	OPEN	THA WILL DEVELOP AND OPERATE ITS PROPERTIES IN A WAY THAT PRESERVES AND PROTECTS NATURAL RESOURCES.

### STRATEGY: ENVIRONMENTAL INNOVATION

12/30/2006 OPEN

THA will build in ways that earn certification or recognition for environmental innovation.

## PM-2012-004 - Tree Services - THA Wide

Open

**Start:** 03/05/2012

**Due:** 12/30/2025

**Closed:**

This project will develop a plan to manage trees on THA and Salishan property, increase their number, and create a sustainable, lush, and attractive canopy of trees. This plan will have a budget and a schedule. It will imbed the plan and its implementation into the appropriate business processes.

## STRATEGIES FOR THE FINANCIALLY SUSTAINABLE OPERATIONS STRATEGIC OBJECTIVE

**STRATEGY: CONTRACT ADMINISTRATION**

12/30/2006 OPEN

THA will seek and procure HUD contracts to administer the subsidy contracts on housing of other organizations. It will do this only for the purpose of earning fees.

THA Strategic Objectives with Strategies, Performance Measures, and Projects – Page 12  
August 22, 2020

AD-2019-005 - Procurement Compliant	Open	<b>Start:</b> 04/08/2019 <b>Due:</b> 12/31/2020 <b>Closed:</b>	Bring THA compliant with CFR 200 in actions and to train staff in depth.
<b>STRATEGY: DEVELOP PROPERTY THAT PRODUCES A NET INCOME</b>	12/30/2006	OPEN	THA will seek to develop properties that produce a sustainable net income that would be available for other THA programs.
<b>PROJECTS FOR THE DEVELOP PROPERTY THAT PRODUCES A NET INCOME STRATEGY</b>			
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
RD-2007-008 - Salishan Neighborhood Center Development	Open	<b>Start:</b> 10/26/2007 <b>Due:</b> 12/31/2017 <b>Closed:</b>	New Salishan will have an Community Center of of several buildings thatat will include a variety of youth and adult activities and services.
<b>STRATEGY: FUND DEVELOPMENT THROUGH DONATIONS</b>	12/30/2006	OPEN	Fund Development Through Donations
<b>PROJECTS FOR THE FUND DEVELOPMENT THROUGH DONATIONS STRATEGY</b>			
EX-2019-006 - 2019-2020 Annual Report	Open	<b>Start:</b> 10/18/2019 <b>Due:</b> 06/19/2020 <b>Closed:</b>	Produce an annual report that highlights THA's activities, data and outcomes from 2019.
<b>STRATEGY: SALE OF SURPLUS OR UNDERPERFORMING PROPERTY</b>	12/30/2006	OPEN	Sell THA's surplus or underperforming properties.
<b>STRATEGY: SELL SERVICES OR PRODUCTS</b>	12/30/2006	OPEN	THA will sell services or products that it has developed.
<b>PROJECTS FOR THE SELL SERVICES OR PRODUCTS STRATEGY</b>			
EX-2019-006 - 2019-2020 Annual Report	Open	<b>Start:</b> 10/18/2019 <b>Due:</b> 06/19/2020 <b>Closed:</b>	Produce an annual report that highlights THA's activities, data and outcomes from 2019.

RD-2016-012 - COT Project Management	Open	<b>Start:</b> 12/03/2018 <b>Due:</b> <b>Closed:</b>	This project is used to track the work done for the City of Tacoma.
AD-2018-001 - IT - Ongoing Oversight of THA's Reasonable Accommodation Patent	Open	<b>Start:</b> 01/05/2018 <b>Due:</b> 12/31/2020 <b>Closed:</b>	THA submitted a full patent application to the US patent office in August 2013 in order to retain the rights to sell and profit from the system it designed. This project oversees the ongoing management and oversight of the patent.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 09/01/2019 <b>Closed:</b>	The Tacoma Housing Development Group (THDG) is THA's nonprofit affiliate. THA uses it for housing development financing and to receive donations. This project will: (1) consider additional uses for THDG; (2) review its by-laws; (3) fill the vacant Board seat that present by-laws reserve for a community member.

Strategic Objective	Date	Status	Description
HOUSING AND SUPPORTIVE SERVICES	2/27/2013	OPEN	THA WILL PROVIDE HIGH QUALITY HOUSING, RENTAL ASSISTANCE AND SUPPORTIVE SERVICES. ITS SUPPORTIVE SERVICES WILL HELP PEOPLE SUCCEED AS TENANTS, PARENTS, STUDENTS, WAGE EARNERS AND BUILDERS OF ASSETS WHO CAN LIVE WITHOUT ASSISTANCE. IT WILL FOCUS THIS ASSISTANCE TO MEET THE GREATEST NEED.

#### STRATEGIES FOR THE HOUSING AND SUPPORTIVE SERVICES STRATEGIC OBJECTIVE

<b>STRATEGY: SELF-SUFFICIENCY PROGRAMS</b>	12/30/2006	OPEN	THA will provide community services that will help its clients succeed as students or wage earners, defend or increase their assets or otherwise prosper.
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#### PROJECTS FOR THE SELF-SUFFICIENCY PROGRAMS STRATEGY

CS-2016-003 - Centers for Strong Families	Open	<b>Start:</b> 11/01/2016 <b>Due:</b> <b>Closed:</b>	THA will participate in the formation of an Integrated Services Center. This is a United Way Initiative that is bringing multiple organizations together for collective impact. Helping families to create a more prosperous future by focusing on workforce development, financial stability, basic needs support and other family services.
PI-2017-018 - Children's Savings Account Program - Redesign	Open	<b>Start:</b> 09/27/2017 <b>Due:</b> 12/31/2020 <b>Closed:</b>	The redesign of the CSA program.

PI-2019-008 - Family Self Sufficiency Evaluation	Open	<b>Start:</b> 07/05/2019 <b>Due:</b> 08/31/2020 <b>Closed:</b>	This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
PM-2020-006 - The Rise at 19th Lease Up	Open	<b>Start:</b> 04/03/2020 <b>Due:</b> 03/01/2021 <b>Closed:</b>	THA will lease up a 64 unit housing development in the Hilltop with households earning less than 60% AMI. Set-asides: 14 units for homeless households, 14 units have ADA features and 18 units will be project-based VASH. THA seeks to prioritize the use of its transfer waitlist to fill vacant units.
CS-2018-003 - United Way Center for Strong Families Site	Open	<b>Start:</b> 03/16/2018 <b>Due:</b> 12/31/2022 <b>Closed:</b>	MOU for a CSF Site at Salishan \$75,000 each year for three years - with a max of up to 5 years.
<b>STRATEGY: DIVERSIFY FUNDING FOR COMMUNITY SERVICES</b>	12/30/2006	OPEN	THA will aggressively seek all available funding for its community service plan with the intention to reduce THA's reliance on HUD funding.

#### PROJECTS FOR THE DIVERSIFY FUNDING FOR COMMUNITY SERVICES STRATEGY

EX-2019-006 - 2019-2020 Annual Report	Open	<b>Start:</b> 10/18/2019 <b>Due:</b> 06/19/2020 <b>Closed:</b>	Produce an annual report that highlights THA's activities, data and outcomes from 2019.
CS-2016-003 - Centers for Strong Families	Open	<b>Start:</b> 11/01/2016 <b>Due:</b> <b>Closed:</b>	THA will participate in the formation of an Integrated Services Center. This is a United Way Initiative that is bringing multiple organizations together for collective impact. Helping families to create a more prosperous future by focusing on workforce development, financial stability, basic needs support and other family services.
PI-2017-008 - HOP Evaluation & Recommendations	Open	<b>Start:</b> 06/09/2017 <b>Due:</b> 06/01/2019 <b>Closed:</b>	THA's Housing Opportunity Program is a fixed subsidy time-limited program (time limits apply to workable households only). This program evaluation serves to examine the extent to which households and the agency are meeting outcome expectations. Results from this analysis will provide THA with information to evaluate program policies.
PI-2020-004 - HOP Subsidy Evaluation 2020	Open	<b>Start:</b> 04/17/2020 <b>Due:</b> 09/30/2020 <b>Closed:</b>	THA is receiving more funds than budgeted - do we have the ability to deepen the HOP subsidy? This project is to provide an evaluation on the HOP program and if THA should deepen its subsidies and to what levels.

CS-2018-003 - United Way Center for Strong Families Site	Open	<b>Start:</b> 03/16/2018 <b>Due:</b> 12/31/2022 <b>Closed:</b>	MOU for a CSF Site at Salishan \$75,000 each year for three years - with a max of up to 5 years.
<b>STRATEGY:</b> INCREASE SERVICES TO SPECIAL NEEDS POPULATIONS	12/30/2006	OPEN	THA will explore development of housing and housing programs serving special needs populations, especially children and youth. In doing so, THA will not seek to administer specialized programs. Instead, it will partner with others with that expertise.

**PROJECTS FOR THE INCREASE SERVICES TO SPECIAL NEEDS POPULATIONS STRATEGY**

RD-2017-006 - Arlington Drive Youth Campus - Crisis Residential Center	Open	<b>Start:</b> 04/03/2017 <b>Due:</b> 06/30/2020 <b>Closed:</b>	THA will build and own a 12 bed residential building for homeless youths 12-17.
PI-2013-003 - College Housing Assistance Program	Open	<b>Start:</b> 08/26/2013 <b>Due:</b> 12/31/2021 <b>Closed:</b>	THA provides or finances housing in three ways for homeless or near homeless TCC or UWT students: <ul style="list-style-type: none"> <li>• THA provides rental assistance to help pay rent on the private rental market;</li> <li>• THA provides apartments it purchased near campus.</li> <li>• THA signs long term contracts with private developments near the campuses to reserve their apartments for homeless or near homeless college students. THA pays down the rents to levels affordable to the students.</li> </ul>
PI-2019-013 - College Housing Assistance Program - DOC-CHAP	Open	<b>Start:</b> 09/20/2019 <b>Due:</b> 09/30/2021 <b>Closed:</b>	THA, TCC, and DOC are working in partnership to expand the College Housing Assistance Program to students who begin their college studies while in prison.
EX-2020-006 - COVID 19: Face Masks Distribution to THA Clients	Open	<b>Start:</b> 07/06/2020 <b>Due:</b> 08/07/2020 <b>Closed:</b>	The Washington State Governor, effective July 6th, has ordered, with limited exceptions, that all persons wear face coverings when in public and that all businesses required visitors to wear face coverings. This project will distribute face masks to every person in a THA client household.
RA-2019-003 - Family Unification Program (FUP) Vouchers - Preparing for THA's Application	Open	<b>Start:</b> 04/26/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	This project will allow THA to submit a strong application to HUD for Family Unification Program (FUP) vouchers and to the state for comparable dollars. THA's unsuccessful 2018 FUP application showed significant weaknesses. This project will fix them.
RD-2020-002 - Hillsdale Heights Micro	Open	<b>Start:</b> 05/15/2020 <b>Due:</b> 12/31/2021	Lease property at Hillsdale Heights to City of Tacoma for use as a temporary micro shelter village. The City will contract with LIHI to

Shelter Village		<b>Closed:</b>	manage the village for individuals experiencing homelessness.
RA-2019-005 - Mainstream Vouchers	Open	<b>Start:</b> 07/26/2019 <b>Due:</b> <b>Closed:</b>	N/A
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
PM-2020-006 - The Rise at 19th Lease Up	Open	<b>Start:</b> 04/03/2020 <b>Due:</b> 03/01/2021 <b>Closed:</b>	THA will lease up a 64 unit housing development in the Hilltop with households earning less than 60% AMI. Set-asides: 14 units for homeless households, 14 units have ADA features and 18 units will be project-based VASH. THA seeks to prioritize the use of its transfer waitlist to fill vacant units.
RA-2018-002 - Tiki Apartments, maintain affordability	Open	<b>Start:</b> 08/13/2018 <b>Due:</b> 12/31/2018 <b>Closed:</b>	This project will work with the owners of the Tiki Apartments to attempt to maintain the affordability of the property post-rehabilitation.
<b>STRATEGY: NEIGHBORHOOD REVITALIZATION</b>	12/30/2006	OPEN	Choose development projects in neighborhoods that need investment and that would encourage investment by others.

#### PROJECTS FOR THE NEIGHBORHOOD REVITALIZATION STRATEGY

RD-2017-016 - Hilltop - Neighborhood Revitalization Master Planning	Open	<b>Start:</b> 11/09/2017 <b>Due:</b> 12/31/2019 <b>Closed:</b>	\$250,000 grant from JPMorgan Chase Foundation is awarded to THDG to support THA's community development work in Hilltop Tacoma: Form Task Force, Create CBO, look at similar models, market study, Alley Activation, business consulting, entrepreneurs, artists, major employers, map current business and property owners, improve and retain homeownership, increase # of residents working in area.
RD-2012-008 - Hilltop - Hilltop Development Projects	Open	<b>Start:</b> 09/06/2012 <b>Due:</b> 12/31/2021 <b>Closed:</b>	The City owns four parcels on the Northwest corner of 12th and MLK Avenue in the Hilltop neighborhood of Tacoma. This project will arrange for THA to acquire, free of charge, two of the parcels pursuant to a development agreement with the City and a private development partner who will acquire the other parcels.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.

EX-2020-004 - Sidewalk Chalk Project	Open	<b>Start:</b> 05/03/2020 <b>Due:</b> 06/30/2020 <b>Closed:</b>	This project will deliver to every THA tenant with children (i) a supply of colorful sidewalk chalk and (ii) a warm encouragement for the children to color their sidewalks, walkways, alleys and parks with chalk. It will deliver bubbles to residents of the senior buildings. This project will help to spruce up life during a pandemic.
PM-2020-006 - The Rise at 19th Lease Up	Open	<b>Start:</b> 04/03/2020 <b>Due:</b> 03/01/2021 <b>Closed:</b>	THA will lease up a 64 unit housing development in the Hilltop with households earning less than 60% AMI. Set-asides: 14 units for homeless households, 14 units have ADA features and 18 units will be project-based VASH. THA seeks to prioritize the use of its transfer waitlist to fill vacant units.
CS-2017-025 - Theater Tickets for THA Clients	Open	<b>Start:</b> 09/05/2017 <b>Due:</b> 04/30/2019 <b>Closed:</b>	The Broadway Center for Performing Arts in Tacoma would like to offer THA clients free tickets to performances at its downtown theaters. Taking effective advantage of this generous offer will require planning. This project will provide it.
<b>STRATEGY: STRATEGICALLY PLAN COMMUNITY SERVICES</b>	12/30/2006	OPEN	THA will strategically plan its community services (i) to measure and address client needs, (ii) to provide for constant measurement of what works and what doesn't; (iii) to include a plan for sustainable funding.
<b>PROJECTS FOR THE STRATEGICALLY PLAN COMMUNITY SERVICES STRATEGY</b>			
RA-2019-007 - PBS - Campbell Court	Open	<b>Start:</b> 10/11/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA has implemented a new program known as 'Property Based Subsidies'. This has been implemented at Highland Flats (formally Tiki), Crosspointe, and Koz on Market. This project is for three more properties that will be added to this program: Campbell Court
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
CS-2013-007 - Training: Trauma Informed Care and Motivational Interviewing	Open	<b>Start:</b> 10/17/2013 <b>Due:</b> 07/28/2017 <b>Closed:</b>	Community Services is moving toward more consistent, measurable practices and outcomes. To accomplish this, we are creating a common service model with a therapeutic theory and strategic practice. Trauma Informed Care and Motivational Interviewing provide this theory and strategy. The strategy will be reflected in all service planning and reporting documents.
CS-2013-007 - Training: Trauma Informed	Open	<b>Start:</b> 10/17/2013	Community Services is moving toward more consistent, measurable

Care and Motivational  
Interviewing

**Due:** 07/28/2017  
**Closed:**

practices and outcomes. To accomplish this, we are creating a common service model with a therapeutic theory and strategic practice. Trauma Informed Care and Motivational Interviewing provide this theory and strategy. The strategy will be reflected in all service planning and reporting documents.

Strategic Objective	Date	Status	Description
PROPERTY MANAGEMENT	2/27/2013	OPEN	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.

#### STRATEGIES FOR THE PROPERTY MANAGEMENT STRATEGIC OBJECTIVE

<b>STRATEGY:</b> IMPROVE EFFICIENCY AND EFFECTIVENESS OF PROGRAM ADMINISTRATION	12/30/2006	OPEN	THA will develop and implement efficient operations and uniform processes, automate functions, remove unnecessary duplications, and apply new systems where appropriate.
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#### PROJECTS FOR THE IMPROVE EFFICIENCY AND EFFECTIVENESS OF PROGRAM ADMINISTRATION STRATEGY

PI-2020-003 - Administrative Plan-Rewrite 2020	Open	<b>Start:</b> 04/07/2020 <b>Due:</b> 12/31/2020 <b>Closed:</b>	This project will undertake recreating THA's current Administrative Plan which governs all of THA's Housing Choice Voucher programs.
FD-2013-003 - Bond Financing Instruction	Open	<b>Start:</b> 10/27/2013 <b>Due:</b> 07/06/2018 <b>Closed:</b>	THA has the capacity to issue bonds. It can also be a conduit for bond financing of other people's projects. This project will improve THA's understanding of this capacity, of its uses and risks. This project will review the bond deals THA presently has underway or consummated. It will also devise any necessary policies and procedures to govern THA's use of its bonding authority.
EX-2017-002 - Business Process: THDG	Open	<b>Start:</b> 01/09/2017 <b>Due:</b> 03/31/2017 <b>Closed:</b>	Create a business process for all tasks related to THDG.
PM-2017-017 - Disposal of vehicles	Open	<b>Start:</b> 09/21/2017 <b>Due:</b> 09/30/2018 <b>Closed:</b>	We have 5 vehicles that need to be disposed of. We also have a genie lift trailer and 2 lawnmowers at Salishan that need disposed of.
PM-2017-011 - Emergency Security Upgrade	Open	<b>Start:</b> 09/20/2017 <b>Due:</b> 03/31/2018	Upgrade all sites with a duress system for emergencies



		<b>Closed:</b>	
PM-2017-012 - Fire Systems Installation	Open	<b>Start:</b> 09/20/2017 <b>Due:</b> 01/31/2018 <b>Closed:</b>	Work with BCE Engineers to develop an RFP for a new fire systems contract
PI-2017-008 - HOP Evaluation & Recommendations	Open	<b>Start:</b> 06/09/2017 <b>Due:</b> 06/01/2019 <b>Closed:</b>	THA's Housing Opportunity Program is a fixed subsidy time-limited program (time limits apply to workable households only). This program evaluation serves to examine the extent to which households and the agency are meeting outcome expectations. Results from this analysis will provide THA with information to evaluate program policies.
PI-2020-004 - HOP Subsidy Evaluation 2020	Open	<b>Start:</b> 04/17/2020 <b>Due:</b> 09/30/2020 <b>Closed:</b>	THA is receiving more funds than budgeted - do we have the ability to deepen the HOP subsidy? This project is to provide an evaluation on the HOP program and if THA should deepen its subsidies and to what levels.
PI-2020-002 - Housing Policy Committee	Open	<b>Start:</b> 01/02/2020 <b>Due:</b> <b>Closed:</b>	This project is designed to plan and track housing policy/procedural development and updates. The work outlined within this project will come from the Housing Policy Committee.
CS-2013-005 - Increased Coordination between Client Services and Property Management	Open	<b>Start:</b> 07/24/2013 <b>Due:</b> <b>Closed:</b>	Increase coordination between REMHS and CS in order to increase involvement of public housing and rental assistance clients in CS services.
PM-2014-001 - Inventory and Warehouse Management Implementation	Open	<b>Start:</b> 03/05/2014 <b>Due:</b> 12/31/2018 <b>Closed:</b>	This project will organize the warehouse and storage spaces at each of THA's properties, organize the THA-owned Maintenance vehicles, and create an inventory management system for THA's Property Management division.
PM-2018-006 - Lease Revision 2019	Open	<b>Start:</b> 12/04/2018 <b>Due:</b> 12/31/2019 <b>Closed:</b>	To revise the existing lease to include all facets of housing.
PM-2014-010 - Maintenance Standardization of Charges	Open	<b>Start:</b> 08/12/2014 <b>Due:</b> 06/30/2017 <b>Closed:</b>	The purpose of this project is to establish a schedule of standardized charges for our property management department. This will address standard materials costs to tenants, as well as standardized maintenance work functions. By accomplishing this, we will be able to provide consistent charges to all tenants, no matter which property they reside. Additionally, it will decrease the turnaround time for issuing charges and will also provide tenants a precise billing schedule that they can refer to. Finally, this project will allow THA staff to accurately estimate vacant unit charges for materials and work needed.

PI-2019-003 - Moving to Work Plan 2020	Open	<b>Start:</b> 03/25/2019 <b>Due:</b> 10/15/2019 <b>Closed:</b>	This project will prepare and implement the 2020 MTW Plan.
RA-2019-006 - PBS - Cascade Communities	Open	<b>Start:</b> 10/10/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA has implemented a new program known as 'Property Based Subsidies'. This has been implemented at Highland Flats (formally Tiki), Crosspointe, and Koz on Market. This project is for three more properties that will be added to this program: Campbell Court, Cascade Park Vista, and Cascade Gardens.
RA-2019-008 - PBS - Koz on Puyallup	Open	<b>Start:</b> 10/11/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA has implemented a new program known as 'Property Based Subsidies'. This has been implemented at Highland Flats (formally Tiki), Crosspointe, and Koz on Market. This project is for three more properties that will be added to this program: Koz on Puyallup
PM-2017-002 - Preventive Maintenance Schedule	Open	<b>Start:</b> 03/29/2017 <b>Due:</b> <b>Closed:</b>	All property portfolios need a preventive maintenance schedule and a system to implement it. This will keep down maintenance costs and save money in the long run. Funders and investors and regulators also expect to see such a schedule and system for the same reason. This project will create such a schedule and implement it.
PM-2013-003 - Property Management Department Business Process Improvement (BPI)	Open	<b>Start:</b> 07/29/2013 <b>Due:</b> 12/31/2014 <b>Closed:</b>	We have hired a Warehouse Improvement Analyst, a Lead Property Management Assistant (PMA) and we are hiring a Business Process Improvement Analyst.
PM-2017-005 - Residential Lease Rewrite	Open	<b>Start:</b> 01/06/2012 <b>Due:</b> 10/31/2017 <b>Closed:</b>	THA will re-write its residential lease to comply with State and Federal law. It will also be clearer for staff and tenants and allow THA to enforce the lease in an effort to keep our tenants safe.
PM-2016-003 - Spray Park in Salishan	Open	<b>Start:</b> 09/20/2016 <b>Due:</b> 05/31/2018 <b>Closed:</b>	Get a spray park built at Salishan.
PM-2017-002 - Traffic Calming Measures in Salishan	Open	<b>Start:</b> 01/09/2017 <b>Due:</b> 11/30/2017 <b>Closed:</b>	Project will identify areas in the salishan community that can add traffic calming designs. These designs are to act as an safety measure to slow traffic down in high traffic areas in the community.
PM-2015-002 - Utility Responsibility Analysis	Open	<b>Start:</b> 01/20/2015 <b>Due:</b> 12/31/2017 <b>Closed:</b>	This project will assess whether utility responsibilities should be assigned to the tenants in THA's portfolio and the financial impact to THA and tenants

**STRATEGY: DIRECT MANAGEMENT OF PROPERTY**

12/30/2006

OPEN

THA will directly manage its own properties or that of its tax credit investors whenever it can do so competitively and within its areas of competencies.

**PROJECTS FOR THE DIRECT MANAGEMENT OF PROPERTY STRATEGY**

EX-2020-003 - Eviction/Termination Notice  
& Grievance Hearing Process  
Review

Open

**Start:** 04/28/2020  
**Due:** 10/01/2020  
**Closed:**

This project will review and rewrite:  
1. Grievance process applicable to those evictions, terminations of rental assistance, and denials of applications for which HUD's rules require a grievance process.  
  
2. Eviction, termination and denial notices;  
3. Guidelines for determining if THA will agree to, oppose or refrain from taking any position to a tenant's petition for an Order of Limited Dissemination.

PM-2018-006 - Lease Revision 2019

Open

**Start:** 12/04/2018  
**Due:** 12/31/2019  
**Closed:**

To revise the existing lease to include all facets of housing.

**STRATEGY: OUTREACH TO NEIGHBORS/COMMUNITIES OF THA  
PROPERTIES AND PROGRAMS**

12/30/2006

OPEN

THA will affirmatively engage the neighbors of its properties and community groups to improve relations and make THA more responsive.

**PROJECTS FOR THE OUTREACH TO NEIGHBORS/COMMUNITIES OF THA PROPERTIES AND PROGRAMS STRATEGY**

EX-2019-006 - 2019-2020 Annual Report

Open

**Start:** 10/18/2019  
**Due:** 06/19/2020  
**Closed:**

Produce an annual report that highlights THA's activities, data and outcomes from 2019.

AD-2020-002 - Covid-19 Response

Open

**Start:** 03/12/2020  
**Due:**  
**Closed:**

Covid-19 Response and Planning

**Strategic Objective**

**Date**

**Status**

**Description**

REAL ESTATE DEVELOPMENT

2/27/2013

OPEN

THA WILL EFFICIENTLY DEVELOP HOUSING AND PROPERTIES THAT SERVE PRIMARILY FAMILIES AND

INDIVIDUALS UNABLE TO FIND THE AFFORDABLE AND SUPPORTIVE HOUSING THEY NEED. ITS WORK WILL PROMOTE THE COMMUNITY'S DEVELOPMENT. ITS PROPERTIES WILL BE FINANCIALLY SUSTAINABLE, ENVIRONMENTALLY INNOVATIVE, AND ATTRACTIVE.

#### STRATEGIES FOR THE REAL ESTATE DEVELOPMENT STRATEGIC OBJECTIVE

<b>STRATEGY:</b> SEEK DEVELOPMENT OPPORTUNITIES OUTSIDE THE CITY.	12/30/2006	OPEN	THA will seek housing development opportunities in other parts of Pierce County outside of the City of Tacoma. In doing so, its primary focus shall remain within the City x.
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#### PROJECTS FOR THE SEEK DEVELOPMENT OPPORTUNITIES OUTSIDE THE CITY. STRATEGY

RD-2006-002 - Real Estate Development Opportunities and Initiatives to Consider	Open	<b>Start:</b> 05/27/2006 <b>Due:</b> <b>Closed:</b>	THA seeks development opportunities in Tacoma and Pierce County. It seeks properties to further its strategic objectives, including: (i) more units throughout the housing continuum; (ii) properties that will produce an income; (iii) mixed-use, mixed-income and mixed-tenure properties. It also seeks partnerships with other non-profits or developers for these purposes.
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<b>STRATEGY:</b> INCREASE THA'S HOUSING PORTFOLIO	12/30/2006	OPEN	Increase THA's portfolio of housing.
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#### PROJECTS FOR THE INCREASE THA'S HOUSING PORTFOLIO STRATEGY

RD-2017-001 - Forterra's Land Banking Investment Fund	Open	<b>Start:</b> 02/09/2017 <b>Due:</b> 01/01/2020 <b>Closed:</b>	Forterra is a nonprofit dedicated to preserving open spaces in the Puget Sound region. It seeks to establish an investment fund to purchase land for affordable housing development. It seeks THA's help to do this. By this project, THA will help Forterra design establish the fund in a way that would benefit THA's own land purchases.
RD-2015-006 - Hillsdale - Inter-generational Housing	Open	<b>Start:</b> 05/04/2015 <b>Due:</b> 12/14/2019 <b>Closed:</b>	A partnership between THA and, initially MLF to create a multigenerational housing and supportive services community, focused on seniors and foster families. The site is located at the corner of 60th Street and McKinley Avenue and could be developed with 90+ units. The MLF proposal is for 57 units.
RD-2012-008 - Hilltop - Hilltop Development Projects	Open	<b>Start:</b> 09/06/2012 <b>Due:</b> 12/31/2021 <b>Closed:</b>	The City owns four parcels on the Northwest corner of 12th and MLK Avenue in the Hilltop neighborhood of Tacoma. This project will arrange for THA to acquire, free of charge, two of the parcels pursuant to a development agreement with the City and a private development partner who will acquire the other parcels.

AD-2017-018 - Public Housing: Adding Public Housing Units THA's Faircloth Allotment	Open	<b>Start:</b> 11/27/2017 <b>Due:</b> 12/31/2020 <b>Closed:</b>	Every PHA in the nation has an allotted number of public housing units it may have. This is called the Faircloth number. THA is under that number. THA may create more public housing units up to that number and receive the additional subsidy it means. HUD has also confirmed that we can then immediately convert those units to Section 8 units under a RAD conversion. This project will determine if we should do this and if so when, how much and how. This project will also get the work done.
RD-2006-002 - Real Estate Development Opportunities and Initiatives to Consider	Open	<b>Start:</b> 05/27/2006 <b>Due:</b> <b>Closed:</b>	THA seeks development opportunities in Tacoma and Pierce County. It seeks properties to further its strategic objectives, including: (i) more units throughout the housing continuum; (ii) properties that will produce an income; (iii) mixed-use, mixed-income and mixed-tenure properties. It also seeks partnerships with other non-profits or developers for these purposes.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
RD-2018-009 - Sound Transit As a Source of Affordable Housing Resources	Open	<b>Start:</b> 12/30/2018 <b>Due:</b> 07/28/2019 <b>Closed:</b>	Sound Transit has legal obligations to provide land and other resources for affordable housing development along its transit routes. This project will understand this and elicit those resources for THA.
RD-2014-014 - Strategic Plan for THA's Real Estate Development	Open	<b>Start:</b> 08/27/2014 <b>Due:</b> 07/06/2020 <b>Closed:</b>	THA needs a strategic plan to guide its real estate development over the next five years. The plan shall seek to fulfill the performance measures that THA Board set for the real estate strategic objective. This project will devise the plan.
AD-2019-012 - Tax Credit Risk Review - Review of Tax Credit for Risk from Aggregators	Open	<b>Start:</b> 11/13/2019 <b>Due:</b> 02/28/2020 <b>Closed:</b>	Investment firms are purchasing the investor interest in LIHTC deals. They then exploit any ambiguity in the law or the deal documents to contest the nonprofit developer's right to purchase the property at the end of the 15 year compliance period. This project will assess and manage such risks in THA's LIHTC deals.
RD-2014-013 - TEMPLATE Project Outline: Real Estate Development Project	Open	<b>Start:</b> 08/01/2014 <b>Due:</b> 02/15/2020 <b>Closed:</b>	This project will design a project outline template for real estate development projects. This project will support the planning and implementation of such projects and the coordination with other departments.

PM-2020-006 - The Rise at 19th Lease Up	Open	<b>Start:</b> 04/03/2020 <b>Due:</b> 03/01/2021 <b>Closed:</b>	THA will lease up a 64 unit housing development in the Hilltop with households earning less than 60% AMI. Set-asides: 14 units for homeless households, 14 units have ADA features and 18 units will be project-based VASH. THA seeks to prioritize the use of its transfer waitlist to fill vacant units.
<b>STRATEGY: MIXED INCOME-MIXED TENURE DEVELOPMENTS</b>	12/30/2006	OPEN	THA will seek opportunities to develop housing that serves a range of incomes, both low and higher, and a mix of rental and home ownership units.
<b>PROJECTS FOR THE MIXED INCOME-MIXED TENURE DEVELOPMENTS STRATEGY</b>			
RD-2019-012 - Arlington Campus Art Selection	Open	<b>Start:</b> 11/14/2019 <b>Due:</b> 03/01/2021 <b>Closed:</b>	This project will outline the selection of art for the Arlington Youth Campus Apartments.
RD-2017-003 - Arlington Drive Youth Campus	Open	<b>Start:</b> 07/15/2016 <b>Due:</b> 08/01/2021 <b>Closed:</b>	THA owns 3.5 acres at Arlington Drive. With partners, THA seeks to develop there a campus of housing and services for homeless youth without families and homeless young adults. The campus will include a Crisis Residential Center for homeless 12 to 17 year old youth, rental housing for homeless young adults 18 to 24 year old. Facilities for supportive services and training and administrative offices for the service organization.
RD-2018-002 - Bismark CRC	Open	<b>Start:</b> 02/26/2018 <b>Due:</b> 12/31/2019 <b>Closed:</b>	Arranging the use of THA's public Housing Scattered site located at 120 E. Bismark, for the use as a 6 bed Crisis Residential Center. This project is related to the closed project PI-2016-005
RD-2016-012 - COT Project Management	Open	<b>Start:</b> 12/03/2018 <b>Due:</b> <b>Closed:</b>	This project is used to track the work done for the City of Tacoma.
RD-2019-009 - Hilltop: Inland/Horizon Partnership Consultation	Open	<b>Start:</b> 08/20/2019 <b>Due:</b> 12/31/2019 <b>Closed:</b>	THA is considering a strategy for entering into a public private partnership with Inland Group and Horizon Housing Alliance for the development of the four parcels THA owns that have been master planned through the #DesignTheHill process. This project outlines the Consultation Process to be followed to engage the community around this topic.
EX-2018-011 - Investment Fund for Affordable Housing: Explore	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 01/01/2020 <b>Closed:</b>	This project will explore the feasibility of creating an investment fund for the purpose of raising money and providing a return on investment for the purchase or development in the Tacoma area of housing for low-

Its Feasibility			income persons.
RD-2017-017 - James Center North Operations	Open	<b>Start:</b> 11/10/2017 <b>Due:</b> 01/01/2021 <b>Closed:</b>	This project will be used as a placeholder for file storage until a redevelopment timeline has been approved
RD-2017-020 - James Center North Predevelopment	Open	<b>Start:</b> 12/13/2017 <b>Due:</b> 10/25/2023 <b>Closed:</b>	THA will efficiently develop a site master plan to include mixed income housing, in a mixed-use development to encourage access to employment, access to amenities, access to education and equitable inclusion that primarily serves families and individuals searching for safe, clean attractive and affordable housing. Its work will promote the community's development. Its housing and commercial properties will be financially sustainable, environmentally innovative, and attractive.
RD-2006-002 - Real Estate Development Opportunities and Initiatives to Consider	Open	<b>Start:</b> 05/27/2006 <b>Due:</b> <b>Closed:</b>	THA seeks development opportunities in Tacoma and Pierce County. It seeks properties to further its strategic objectives, including: (i) more units throughout the housing continuum; (ii) properties that will produce an income; (iii) mixed-use, mixed-income and mixed-tenure properties. It also seeks partnerships with other non-profits or developers for these purposes.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	<b>Start:</b> 04/29/2020 <b>Due:</b> 05/29/2020 <b>Closed:</b>	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
RD-2018-005 - Rite Aide	Open	<b>Start:</b> 09/07/2018 <b>Due:</b> 04/09/2019 <b>Closed:</b>	Forterra offered to acquire the Rite Aid site on behalf of THA. This project would be developed as part of the Housing Hilltop effort.
RD-2019-008 - Tacoma Community College James Center North Master Lease	Open	<b>Start:</b> 07/17/2019 <b>Due:</b> 01/01/2020 <b>Closed:</b>	This project will outline the proposed process for coordinating with Tacoma Community College in order to determine their participation in the redevelopment of James Center North.
AD-2019-012 - Tax Credit Risk Review - Review of Tax Credit for Risk from Aggregators	Open	<b>Start:</b> 11/13/2019 <b>Due:</b> 02/28/2020 <b>Closed:</b>	Investment firms are purchasing the investor interest in LIHTC deals. They then exploit any ambiguity in the law or the deal documents to contest the nonprofit developer's right to purchase the property at the end of the 15 year compliance period. This project will assess and manage such risks in THA's LIHTC deals.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	<b>Start:</b> 12/29/2018 <b>Due:</b> 09/01/2019 <b>Closed:</b>	The Tacoma Housing Development Group (THDG) is THA's nonprofit affiliate. THA uses it for housing development financing and to receive donations. This project will: (1) consider additional uses for THDG; (2) review its by-laws; (3) fill the vacant Board seat that present by-laws

reserve for a community member.

**STRATEGY: RENOVATE OR DISPOSE OF THA'S PROPERTIES IN NEED OF REPAIR**

12/30/2006 OPEN

THA has some properties that need repair or upgrades in order to remain competitive in the housing market and to remain efficient to maintain. THA will determine which ones it will upgrade and which ones it will sell.

**PROJECTS FOR THE RENOVATE OR DISPOSE OF THA'S PROPERTIES IN NEED OF REPAIR STRATEGY**

RD-2019-007 - 1500 Hillside Terrace Development	Open	<b>Start:</b> 07/10/2019 <b>Due:</b> 12/31/2021 <b>Closed:</b>	Redevelopment of 1500 Hillside Terrace
RD-2016-002 - Alberta Canada Renovation	Open	<b>Start:</b> 01/26/2016 <b>Due:</b> 02/28/2019 <b>Closed:</b> 09/08/2017	THA acquired the membership interest in New Look in October, 2015. It plans to renovate New Look to extend the remaining useful life of the property and to upgrade the exterior to be more beautiful and set the tone for future development and redevelopment in the Hilltop.
AD-2014-021 - AM - Scattered Site Single Family Home Disposition	Open	<b>Start:</b> 08/26/2014 <b>Due:</b> 12/31/2020 <b>Closed:</b>	The HUD Section 32 program allows public housing authorities to dispose of rental public housing units for the purpose of providing these units for sale to low income (< 80% AMI) PHA residents and the general public. If the Board approves, THA will submit a Section 32 application for the 34 scattered sites disposition
RD-2019-005 - Salishan Lot Sales	Open	<b>Start:</b> 04/03/2019 <b>Due:</b> 07/01/2019 <b>Closed:</b>	Sale of 7 lots in Section 2B of Salishan





June 2020

# The 2021-23 Budget Story

Washington's current budget situation and what's next

OFM

OFFICE OF FINANCIAL MANAGEMENT

# OVERVIEW

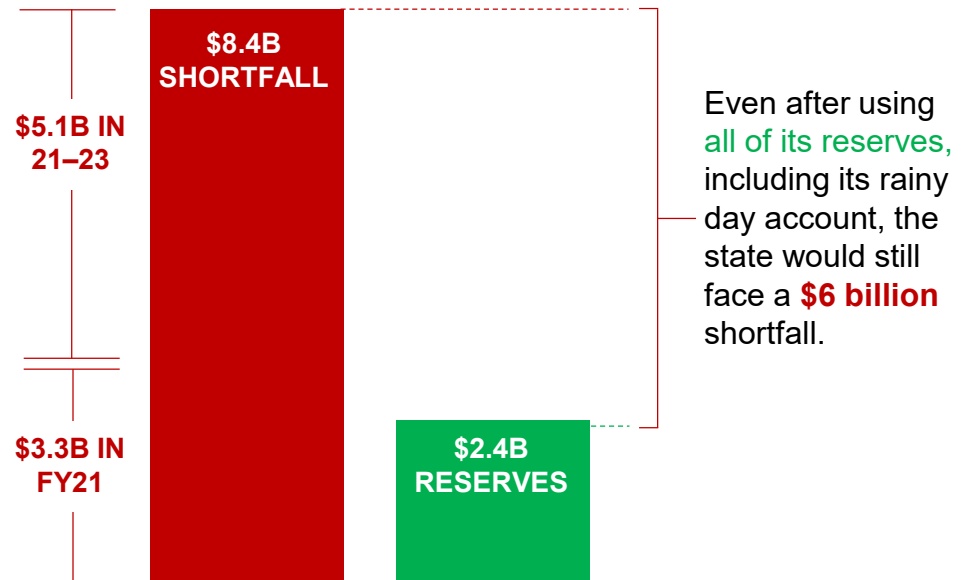
Over past 3½ months, Washington has seen its largest drop in revenue in recent memory

Revenue projections for the next 3 years have fallen by nearly \$9 billion

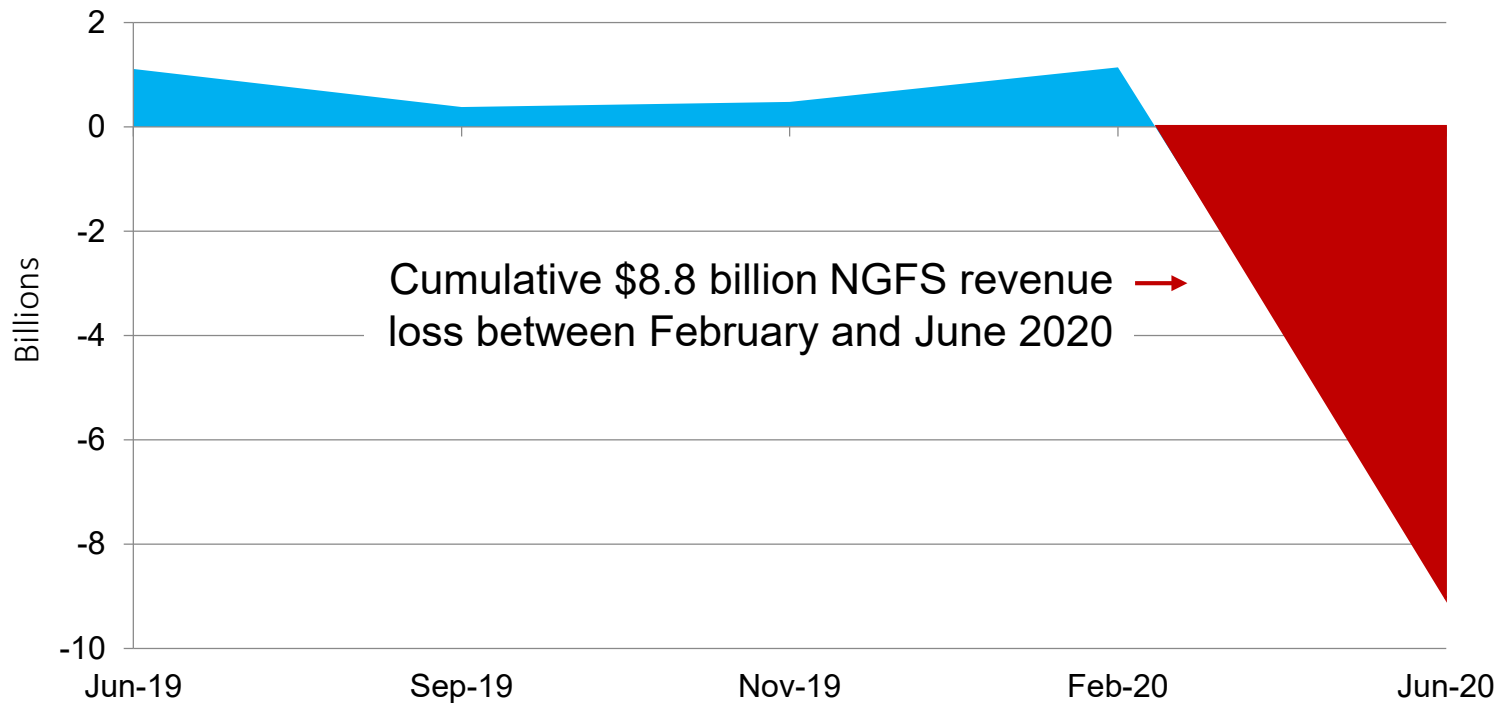
- \$4.5 billion for 2019-21
- \$4.3 billion for 2021-23

## Possible solutions

- Use \$2.4 billion “rainy day fund” and all reserves
- Significant budget cuts
- Hope for federal funds
- Additional revenue?



# \$8.4 BILLION PROBLEM



- GF-S revenue collections risen since the second half of 2009 and had been stable for much of the past year.
- In the June forecast we began seeing the economic fallout of the COVID-19 pandemic and the “Stay Home, Stay Healthy” order issued in March.
- The steep forecasted revenue decline is the key factor driving the projected budget shortfall.

# EARLY ACTIONS FOR SAVINGS

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## April

- Governor vetoed \$445 million of new spending: \$235 million in the 2020 supplemental budget; saves \$210 million next biennium
- Asked agencies to think about saving – where they can make reductions now in preparation for next steps

## May

- Freezes on hiring, contracts and equipment
- Agency 15% reduction exercise

## June

Furloughs for most employees; no July wage increase for many employees, mostly in management

## ***Special session?***

# \$8.4 BILLION BUDGET SHORTFALL EXPECTED

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## Revenues dropping

- \$8.8 billion: June 2020 forecast
- ~\$200-\$300 million: Lawsuit WA bankers Assn. vs. State
- Unknown: Next forecast September 2020

## Costs rising, issues emerging

- \$162 million: Estimated caseload cost impact June 2020
  - Many caseload-related costs are tied to COVID-19 – some of the larger impacts are due to K-12 Basic Education, Corrections, Working Connections Child Care and Medical Assistance related caseloads.
- \$375 million: Agency COVID-related response costs to date

# WHAT SHOULD WE EXPECT?

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## **Economic and revenue uncertainty persists**

According to state Economic and Revenue Forecast Council:

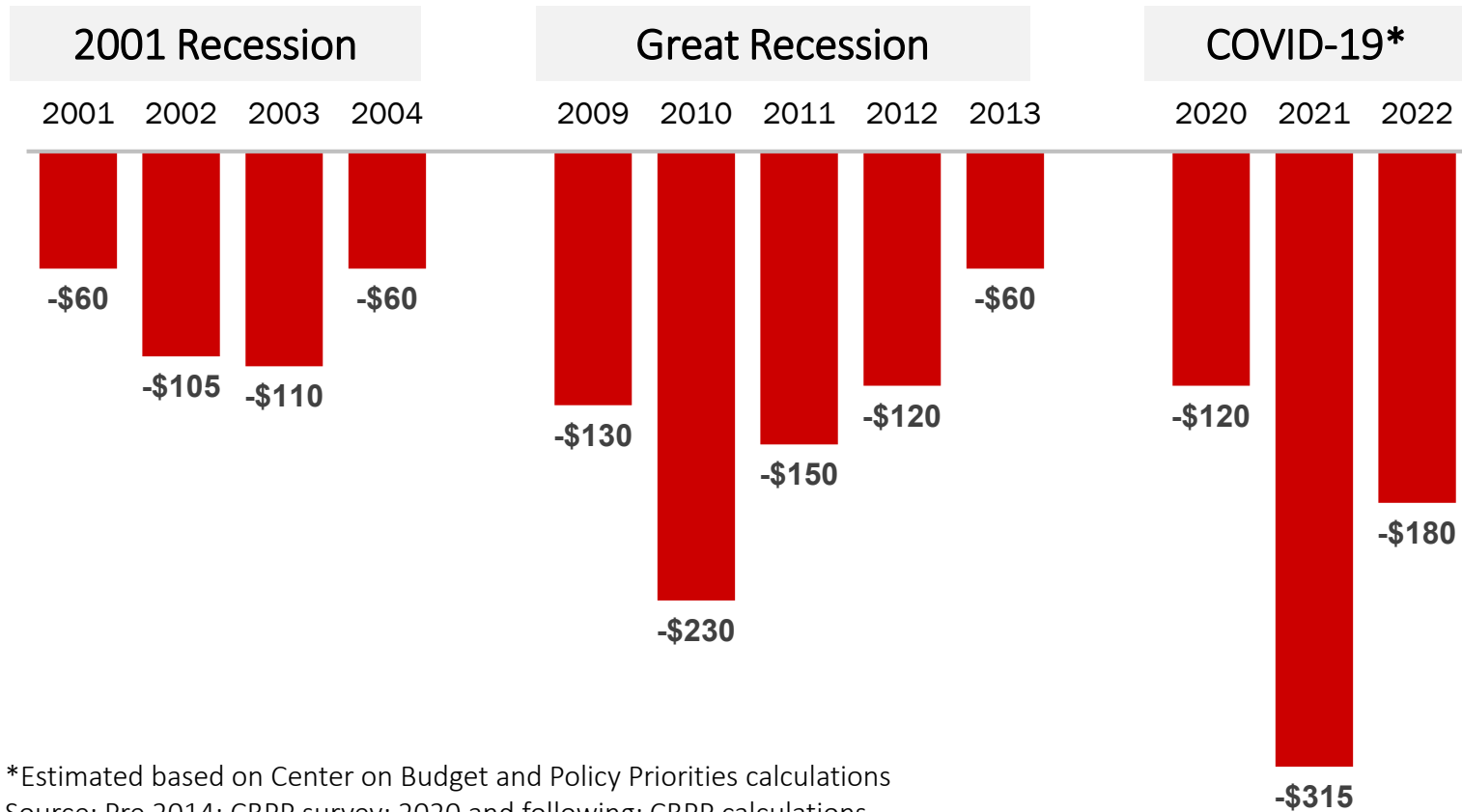
The impact of lost economic activity from the COVID crisis will extend for many years.

What we know so far:

- Forecasted Near GF-S revenue for the next 3 years have fallen \$8.8 billion.
- Business shutdowns and reduced economic activity due to the pandemic have had a major negative impact on state revenue.
- Total nonfarm payroll employment fell 417,600 (seasonally adjusted) in the five-months since the February forecast.
- Washington's unemployment rate soared to 16.3% in April from 3.8% in February before declining to 15.1% in May.

# COVID-19 STATE BUDGET SHORTFALLS COULD BE LARGEST ON RECORD

Total state budget shortfall in each fiscal year, in billions of 2020 dollars

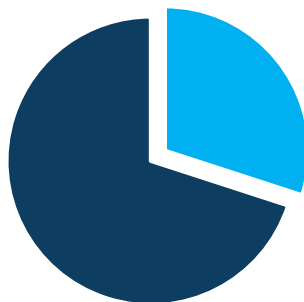


\*Estimated based on Center on Budget and Policy Priorities calculations  
Source: Pre 2014: CBPP survey; 2020 and following: CBPP calculations

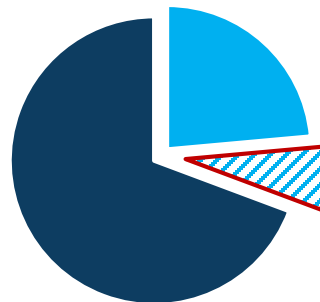
# MAJORITY OF BUDGET IS PROTECTED

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About **70%** of the budget is protected by law.



That means we can only cut from the other **30%** (about \$25 billion).



Cutting **\$6B** from **\$25B** is about a **24%** cut from unprotected services.

**Examples of protected spending:** K-12 basic education, mandatory Medicaid, nursing homes, development disability services, constitutionally protected court activities, debt service.

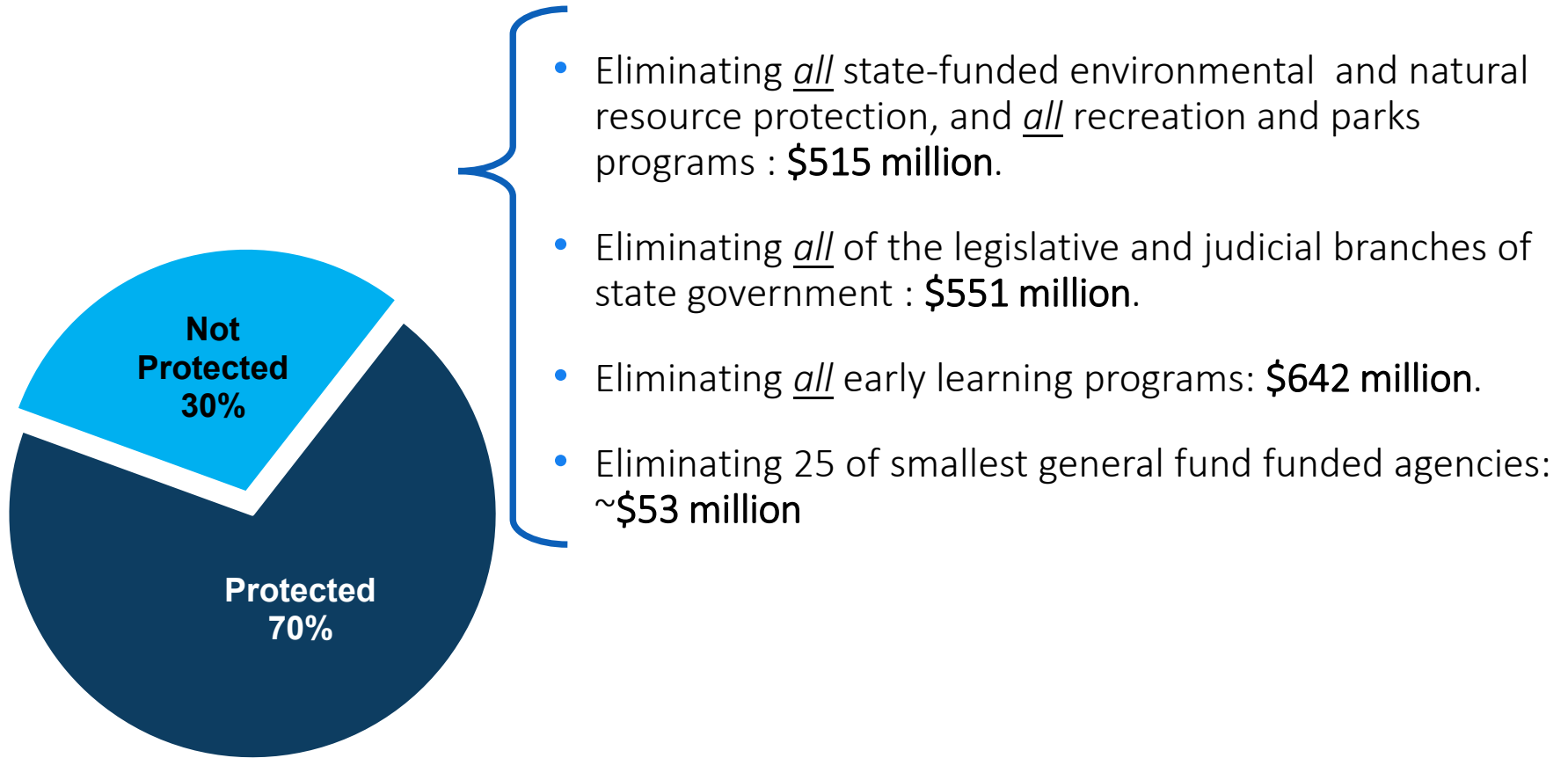
**Examples of non-protected spending:** Higher education (except for Washington College Grant), corrections, many human services (including state-only funded health care programs), natural resources.



# EXAMPLES -- NOT ENOUGH TO FILL GAP

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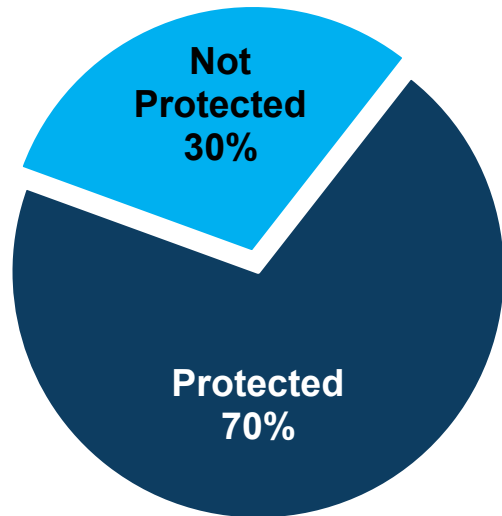
## Non-Protected Budget



# POSSIBLE AREAS FOR MORE CUTS

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## Non-Protected Budget



- Mental health – adult and children: **\$269 million**
- Support for developmental disabled: **\$531 million**
- Prisons/community supervision of offenders: **\$736 million**
- Care for low-income elderly: **\$868 million**
- Economic support for to low-income families: **\$41 million**
- K-12 non-basic education funding: **\$1.5 billion**
- Higher education (including financial assistance: **\$1.2 billion**
- Juvenile rehabilitation: **\$9.7 million**

# BUDGET TIMELINE

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- Mid-September: Budget requests due
- November: Revenue forecast
- Mid-December: Governor's proposed 2021-23 budget release
- March: Revenue forecast
- January - April: legislative session



# FOR MORE INFORMATION:

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# Comparative Funding Chart for FY21

July 14, 2020

	FY 2019 Final	FY 2020 Final	FY 2021 CLPHA Request *Joint Industry Request	FY 2021 HUD Request (2-10-20)	FY 2021 House Cmte (7-14-20)	FY 2021 Hse THUD Infrastructure (7-14-20)
<b>Operating Fund</b>	\$4.653 billion	\$4.549 billion	<b>\$4.659 billion*</b>	<b>\$3.572 billion</b>	<b>\$4.649 billion</b>	
<b>Capital Fund</b> [Emergency Capital Needs]	\$2.775 billion [\$30 million]	\$2.869 billion [\$64.65 million]	<b>\$5.0 billion*</b> [\$65 million]*	<b>\$0<sup>6</sup></b> [\$10 million]	<b>\$3.180 billion</b> [\$74.65 million]*	<b>\$24.250 billion <sup>9</sup></b>
<b>Housing Choice Voucher (HCV)</b>	\$22.598 billion	\$23.874 billion	<b>n/a</b>	<b>\$18.833 billion</b>	<b>\$25.739 billion</b>	
<b>HCV Renewals</b>	\$20.313 billion	\$21.502 billion	<b>\$22.779 billion*</b>	<b>\$16.958 billion</b>	<b>\$22.852 billion</b>	
<b>HCV Administrative Fees</b>	\$1.886 billion	\$1.977 billion	<b>\$2.55 billion*</b>	<b>\$1.465 billion</b>	<b>\$2.155 billion</b>	
<b>HUD-VASH Vouchers</b>	\$40 million	\$40 million	<b>\$40 million</b>	<b>\$0</b>	<b>\$20 million</b>	
<b>Tenant Protection Vouchers (TPV)</b>	\$85 million	\$75 million	<b>\$130 million*</b>	<b>\$100 million</b>	<b>\$125 million</b>	
<b>Incremental Homeless Vouchers</b>	n/a	n/a	<b>n/a</b>	<b>n/a</b>	<b>\$250 million</b>	
<b>MTW Agencies</b> [Operating Fund] [HCV Renewals] [HCV Administrative Fees]	n/a	n/a	<b>n/a</b>	<b>\$5.185 billion*</b> [\$672 million] [\$4.173 billion] [\$340 million]	<b>\$0</b>	
<b>Self Sufficiency Account<sup>7</sup>:</b> [Family Self Sufficiency Program (FSS)] [ROSS Grants] <sup>7</sup> [Jobs Plus] <sup>7</sup>	\$130 million [\$80 million] [\$35 million] [\$15 million]	\$130 million [\$80 million] <sup>7</sup> [\$35 million] <sup>7</sup> [\$15 million] <sup>7</sup>	<b>\$260 million</b> [\$110 million]* [\$50 million]* [\$100 million]*	<b>\$190 million</b> [\$90 million] [\$0] [\$100 million]	<b>\$155 million</b> [\$105 million] <sup>7</sup> [\$35 million] <sup>7</sup> [\$15 million] <sup>7</sup>	
<b>Choice Neighborhoods Initiative (CNI)</b>	\$150 million [\$75 million] <sup>1</sup>	\$175 million [\$87.5 million] <sup>1</sup>	<b>\$300 million*</b> [\$200 million] <sup>1</sup>	<b>\$0</b>	<b>\$250 million</b> [\$125 million] <sup>1</sup>	<b>\$300 million <sup>9</sup></b>
<b>Rental Assistance Demonstration (RAD)</b>	\$0	\$0	<b>\$100 million</b>	<b>\$100 million<sup>5</sup></b>	<b>\$0</b>	
<b>Project-Based Rental Assistance</b> [Contract Administration]	\$11.747 billion [\$245 million]	\$12.570 billion [\$345 million]	<b>\$13.400 billion*</b> [\$350 million]	<b>\$12.642 billion</b> [\$350 million]	<b>\$13.051 billion</b> [\$350 million]	<b>\$750 million <sup>9</sup></b>
<b>Section 811 Mainstream Vouchers</b>	\$225 million	\$229 million	<b>n/a</b>	<b>\$310 million</b>	<b>\$310 million</b>	
<b>Family Unification Program (FUP)</b>	\$20 million	\$25 million	<b>\$25 million</b>	<b>\$0</b>	<b>\$25 million</b>	
<b>Homeless Assistance Grants</b>	\$2.636 billion	\$2.777 billion	<b>\$3.1 billion</b>	<b>\$2.773 billion</b>	<b>\$3.415 billion</b>	
<b>CDBG</b>	\$3.3 billion	\$3.425 billion	<b>\$3.8 billion</b>	<b>\$0</b>	<b>\$3.525 billion</b>	<b>\$4.0 billion <sup>9</sup></b>
<b>HOME</b>	\$1.25 billion	\$1.35 billion	<b>\$1.5 billion</b>	<b>\$0</b>	<b>\$1.7 billion</b>	<b>\$17.5 billion <sup>9</sup></b>
<b>Mobility Demonstration</b>	\$25 million <sup>3</sup>	\$25 million	<b>n/a</b>	<b>\$0</b>	<b>\$0</b>	

<sup>1</sup> Not less than this amount shall be awarded to public housing authorities.

<sup>2</sup> Increased the cap to 455,000 units.

<sup>3</sup> New HCV mobility demonstration program

<sup>4</sup> New funding for incremental FUP vouchers.

<sup>5</sup> Eliminates the RAD cap

<sup>6</sup> Account transferred to Operating Fund

<sup>7</sup> New Self Sufficiency Program account

<sup>8</sup> Creates separate MTW account

<sup>9</sup> New Title V - Infrastructure Investments



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**TACOMA HOUSING AUTHORITY**

**ADMINISTRATION  
REPORTS**



**TACOMA HOUSING AUTHORITY**

**FINANCE**



# TACOMA HOUSING AUTHORITY

## Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,881,715 for the month of July, 2020.

**Approved: September 8, 2020**

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Stanley Rumbaugh, Chair



**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of July 2020**

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	94,338	-	94,405	
Arlington CRC Checks	Check #'s	10,021	-	10,023	
Accounts Payable EFTs	EFTs	762	-	816	
Business Support Center				452,110	Program Support
Moving To Work Support Center				90,342	
Moving To Work Buildings (used by Support Center)				30,373	
Tax Credit Program Support Center				28,247	
Section 8 Programs				329,461	Section 8 Operations
KeyBank Building				37	Properties
Mr Mac Building				77	
Salishan 7				56,264	
Salishan Common Areas				316	
Arlington Crisis Residential Center				164,441	Development
James Center				4,724	
Alberta J Canada-Development				1,660	
Arlington Youth Campus-THA Costs				3,269	
HT 1500 Block				250	
Developer Fee - General Development Activity				4,609	
Hilltop Redevelopment				375	
Hillsdale Heights				1,325	
Bus Development Activity				7,942	
CS General Business Activities				1,436	Client Support
CSA Program - Business Activities				579	
Community Services MTW Fund				24,903	
Education Private Grants (Gates, etc.)				2,500	
AMP 9 - HT 1500 - Subsidy				829	Public Housing
THA SUBTOTAL				1,206,072	
Hillside Terrace 2 & 1500				1,567	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				5,434	
Renew Tacoma Housing				10,182	
Salishan 1 - Salishan 6				15,192	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				32,375	1,238,447
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	483,497	-	483,547	52,709
	EFTs	768	-	795	3,531,211
Payroll & Payroll Fees - ADP					\$ 1,059,347
TOTAL DISBURSEMENTS					\$ 5,881,715



# TACOMA HOUSING AUTHORITY

**Date:** September 8, 2020

**To:** THA Board of Commissioners

**From:** Ken Shalik  
Finance Department Director

**Re:** Finance Department Board Report

## 1. FINANCIAL STATEMENT

I present the July 2020 disbursement report for your approval.

The Finance Department is submitting the financial statement for the period through June 30, 2020. This is the mid-year report, reflecting the agencies performance for the first half of the year.

This year's financials will provide some nuances due to the COVID-19 pandemic. As of June 30, Tacoma Housing Authority (THA) received approximately \$738K of Section 8 Admin funds through the Cares Act (included in line 2), and in August received an additional \$984K. There were separate funds for Housing Assistance Program (HAP) expenses, but THA was not eligible for them based on Housing and Urban Development's (HUD) criteria. THA can use the Cares Act funding for COVID and operational expenses within THA and throughout its portfolio due to its Moving to Work (MTW) flexibility. Finance set up an additional line in the Financial report this year (line 50), which shows the amount of funds and transferred to THA properties for COVID-related expenses. As of June, the agency had expended approximately \$780K in COVID expenses, including the expenses to THA properties and HAP. Since THA is at the beginning of the Pandemic, considerable staff time, both operational and maintenance, along with Security was charged to it. Now that THA has more of a routine, the expenses have dropped dramatically. THA has until June 30, 2021, to expend the Cares Act funds, and should have little trouble doing so.

In reviewing the Financials as a whole, Line 51 – Surplus/(Deficit) before Capital Expenditures shows a surplus of \$1,831,150 YTD. THA is a little under budgeted surplus, under on HAP income due to timing issues, and has not received the Renew Tacoma Housing Developer Fee of over \$3 million. When looking at year end projections, finance is projecting a \$5.804 million operating surplus on *Line 50*, which is better than budget. For capital items finance is addressing only the knowns, which are the development projects that are currently under construction: Arlington Crisis Residential Center; the Arlington Youth Housing; and the Rise at 19th. THA's property purchase for the year should not have THA expending any significant (if any) of the \$2 million set aside for Property purchases, and staff are still discussing changes to the 902 Rehab based on the Coronavirus pandemic, these capital expenses are not included in the year end projections. Based on current information, finance is projecting a \$3.994 million

surplus at the end of the year (*Line 56*) as opposed to the \$96,506 budgeted. THA most likely will also end up with an increase to its HUD-held HAP account.

**For this report, general themes will be addressed.**

- *Line 1 - HAP Reimbursements* – THA was significantly under budget year to date. This has to do with timing issues. THA received notice of funding in late March, and there was a 9.8% inflation factor over last year's funding. This increase will be reflected as THA progresses through the year and will be drawn down as finance reconciles MTW expenses for the year. It is likely that finance will not draw down all of what was budgeted, and THA's HAP-held reserves will be higher than the end of last year.
- *Line 4 - Public Housing Subsidy* - This category was inadvertently left off the budget. There are 4 remaining Public Housing units remaining at Hillside 1500, plus some residual subsidy payments for THA's Scattered Sites public housing units that were sold.
- *Line 5 – Capital Fund Operating Revenue* – This is mainly a carryover of funds from 2019. Finance had initially intended to draw it all down in 2020 but finance will leave some in there for 2021 in order to be able to draw down more HAP funds.
- *Line 10 - Other Revenue* – This category is significantly over as of June 30, as THA received its \$2.8 million waterfall payment for Renew Tacoma housing this period. This category should be close to budget by year end.
- *Line 11 – Developer Fee Income* – This category is under budget at mid-year as THA has not received the \$3 million developer fee owed for Renew Tacoma Housing remaining. THA should receive this by end of the year.
- *Lines 14 – 24 – Administrative Expense* – THA is significantly under budget for the first quarter in almost all areas. Much of it is timing. With THA's focus being changed due to the Coronavirus pandemic, finance will watch for the impact in this area. One area that will most likely come in significantly under budget for the year is the Travel/Training area, as it is anticipated most out of town conferences will be cancelled or held virtually this year.
- *Lines 25 – 29 – Tenant Service* – This area is under for the first quarter. In the Salaries and Benefits area, 3 new positions have been requested for this year, yet the positions have not been finalized. As this is an important area for THA during the pandemic, finance will see what additional expenses may be incurred in this area.
- *Line 30 – Utilities* - This is for utilities for 902, Family Investment Center (FIC), and the properties owned by THA. The first quarter is usually askew due to the timing of the bills, which is in many cases bi-monthly.
- *Lines 31 – 35 – Ordinary Maintenance and Operations* – In total, this category was just a little over budget. Both Labor and Materials were over primarily due to COVID maintenance costs for Administrative buildings, and THA owned properties.
- *Line 38 – Other General Expenses* - The average for year to date, has to do with payment of excise taxes for James Center North (\$67K), which was not budgeted, yet, need to be paid annually.
- *Line 43 – Section 8 HAP Payments* – This line item is a little under budget currently. It is anticipated by the end of the year that this category may be slightly over budget.

There are two areas that factor into this: 1) additional Property Based Vouchers will come online by the end of the year through lease ups of both The Rise and Arlington properties, 2) Covid has caused THA's HAP to increase, either through hardship payments or recertifications due to income lost during the pandemic for our clients.

## **2. INVESTMENTS**

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at .30%. The Washington State Local Government Investment Pool currently provides a return rate of .31%. The rates for our investments have dropped due to the Fed rate reductions during the Pandemic.

## **3. AUDIT**

The Washington State auditors have started the audit and are working on both the compliance and financial portions concurrently. Due to the Coronavirus Pandemic, the audited REAC submission to HUD has been pushed back six months to March 31, 2021, from the September 30<sup>th</sup> deadline. The Washington State auditors will do most of their work remotely this year. An entrance conference date should be forthcoming soon.

## **4. BUDGETS**

Finance staff is currently in the process of updating information in the new budget software in anticipation of providing documents to the staff by the end of August. Since this is the first full year of utilizing the software and staff will attempt to enter their 2021 information, Finance is doing their best to ensure it is user friendly. Finance staff will also remain available to assist as needed in the process. Finance does not see a reason why it would not be able to get back on schedule for a December Board approval date.

## **5. YEAR END UPDATE**

There is no update currently.

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		June-20				Thru 12/31/2020		
		CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
<b>OPERATING RECEIPTS</b>								
1	HUD grant - Section 8 HAP Reimbursement	11,506,644	21,955,180	25,062,105	-12.40%	47,910,360	50,124,210	-4.42%
2	HUD grant - Section 8 Admin Fee Earned	1,897,791	2,804,063	2,010,680	39.46%	5,608,126	4,021,360	39.46%
3	HUD grant - Community Services	59,388	118,268	142,831	-17.20%	236,536	285,662	-17.20%
4	HUD grant - Public Housing Subsidy	11,493	36,780	0	100.00%	73,560	0	100.00%
5	HUD grant - Capital Fund Operating Revenue	300,000	300,000	400,050	-25.01%	500,000	800,100	-37.51%
6	Other Government Grants	54,375	82,060	80,478	1.97%	164,119	160,956	1.97%
7	Tenant Revenue - Dwelling Rent	662,460	1,335,916	1,344,777	-0.66%	2,671,832	2,689,554	-0.66%
8	Tenant Revenue - Other	33,379	70,572	77,400	-8.82%	141,144	154,800	-8.82%
9	Management Fee Income	649,088	1,296,965	1,345,738	-3.62%	2,593,930	2,691,475	-3.62%
10	Other Revenue	3,193,951	3,530,132	2,379,266	48.37%	4,722,464	4,758,531	-0.76%
11	Other Revenue- Developer Fee Income	549,018	549,018	1,999,200	-72.54%	4,156,244	3,998,400	3.95%
12	Investment Income	22,019	41,610	29,035	43.31%	83,220	58,070	43.31%
13	<b>TOTAL OPERATING RECEIPTS</b>	<b>18,939,606</b>	<b>32,120,564</b>	<b>34,871,559</b>	<b>-7.89%</b>	<b>68,861,536</b>	<b>69,743,118</b>	<b>-1.26%</b>
<b>OPERATING EXPENDITURES</b>								
<i><b>Administrative Expenses</b></i>								
14	Administrative Salaries	1,890,567	3,393,990	3,882,449	-12.58%	7,287,980	7,764,898	-6.14%
15	Administrative Personnel - Benefits	650,728	1,234,957	1,512,641	-18.36%	2,669,914	3,025,281	-11.75%
16	Audit Fees	0	1,480	36,260	-95.92%	72,520	72,520	0.00%
17	Management Fees	86,663	167,341	203,407	-17.73%	406,813	406,813	0.00%
18	Office Expense	347,710	653,273	829,375	-21.23%	1,386,546	1,658,749	-16.41%
19	Legal	76,601	116,718	142,285	-17.97%	283,436	284,570	-0.40%
20	Travel/Training	(221)	6,890	220,438	-96.87%	113,780	440,876	-74.19%
21	Other Administrative Expenses	335,337	759,461	1,035,514	-26.66%	1,668,922	2,071,027	-19.42%
22	Due Diligence - Perspective Development	76,503	118,832	475,000	-74.98%	637,664	950,000	-32.88%
23	Contingency	0	0	52,500	-100.00%	0	105,000	-100.00%
24	<b>Total Administrative Expenses</b>	<b>3,463,888</b>	<b>6,452,942</b>	<b>8,389,867</b>	<b>-23.09%</b>	<b>14,527,575</b>	<b>16,779,734</b>	<b>-13.42%</b>

			June-20		Thru 12/31/2020			
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
Tenant Service								
25	Tenant Service - Salaries	283,750	510,891	582,417	-12.28%	1,111,782	1,164,834	-4.55%
26	Tenant Service Personnel - Benefits	103,225	192,867	244,140	-21.00%	430,734	488,280	-11.79%
27	Relocation Costs	0	1,440	1,330	8.27%	2,880	2,660	8.27%
28	Tenant Service - Other	151,935	216,336	185,045	16.91%	432,672	370,090	16.91%
29	Total Tenant Services	538,910	921,534	1,012,932	-9.02%	1,978,068	2,025,864	-2.36%
Utilities								
30	Total Project Utilities	113,694	192,260	212,377	-9.47%	424,520	424,754	-0.06%
Ordinary Maintenance & Operations								
31	Maintenance Salaries	90,670	155,904	131,106	18.91%	311,808	262,211	18.91%
32	Maintenance Personnel - Benefits	33,462	52,524	43,245	21.46%	105,048	86,489	21.46%
33	Maintenance Materials	21,077	68,725	64,205	7.04%	137,450	128,410	7.04%
34	Contract Maintenance	121,286	253,720	285,034	-10.99%	507,440	570,067	-10.99%
35	Total Routine Maintenance	266,495	530,873	523,589	1.39%	1,061,746	1,047,177	1.39%
General Expenses								
36	Protective Services	5,092	22,077	42,100	-47.56%	64,154	84,200	-23.81%
37	Insurance	56,708	113,370	130,367	-13.04%	246,740	260,734	-5.37%
38	Other General Expense	151,112	287,417	219,483	30.95%	534,834	438,965	21.84%
39	Interest Expense	136,741	270,308	265,995	1.62%	540,616	531,990	1.62%
40	Total General Expenses	349,653	693,172	657,945	5.35%	1,386,344	1,315,889	5.35%
41	TOTAL OPERATING EXPENSES	\$ 4,732,640	\$ 8,790,781	\$ 10,796,709		\$ 19,378,253	\$21,593,418	
Nonroutine Expenditures								
42	Ext. Maint/Fac Imp/Casualty Loss	(4,107)	3,215	23,050	-86.05%	6,430	46,100	-86.05%
43	Sec 8 HAP Payments	10,919,173	21,224,661	21,528,725	-1.41%	43,199,322	43,057,450	0.33%
44	Total Nonroutine Expenditures	10,915,066	21,227,876	21,551,775	-1.50%	43,205,752	43,103,550	0.24%
45	TOTAL EXPENDITURES	15,647,706	30,018,657	32,348,484	-7.20%	62,584,005	64,696,968	-3.27%
46	OPERATING SURPLUS/(DEFICIT)	3,291,900	2,101,907	2,523,075	-16.69%	6,277,531	5,046,150	24.40%
47	Debt Service Principal Payments	(37,345)	(37,345)	(37,497)	-0.41%	(73,128)	(74,994)	-2.49%
48	Surplus/Deficit Before Reserve Appropriations	3,254,555	2,064,562	2,485,578	-16.94%	6,204,403	4,971,156	
49	Reserve Appropriations - Operations	0	0	0	#DIV/0!	0		
50	Fund transfer to Properties - COVID-19 expense	(230,726)	(233,412)	0		(400,000)	0	
51	Surplus/Deficit Before Captial Expenditures	3,023,829	1,831,150	2,485,578		5,804,403	4,971,156	
52	Capitalized Items/Development Projects	(490,704)	(2,647,803)	(5,264,500)	-49.70%	(6,486,902)	(10,529,000)	-38.39%
53	Reserve for Replacement	(43,163)	(86,325)	(86,325)	0.00%	(172,650)	(172,650)	0.00%
54	Revenue - Capital Grants/Sale of Property	447,668	2,588,056	2,913,500	-11.17%	4,849,492	5,827,000	-16.78%
55	Reserve Appropriations - Capital	0		0				
56	THA SURPLUS/(DEFICIT)	2,980,793	1,685,078	48,253		3,994,343	96,506	

TACOMA HOUSING AUTHORITY		
CASH POSITION - July 2020		
Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	3,951,687	0.30%
Section 8 Checking	5,200,248	0.30%
THA Affordable Housing Proceeds-Salishan	1,965,966	0.30%
THA Scattered Sites Proceeds	5,868,776	0.30%
FSS Escrows	217,087	0.30%
CSA Escrows	81,336	0.30%
Note Fund Account	102	0.30%
Credit Card Receipts	1,030	0.30%
Key Bank Security Deposits	3,643	0.30%
Relocation Account	5,014	0.30%
THA Investment Pool	336	0.30%
THDG - Tacoma Housing Development Group	911,195	0.30%
Salishan 7 Operations	1,757,788	0.30%
Salishan 7 Security Deposit	29,404	0.30%
Salishan 7 Replacement Reserve	392,645	0.30%
Salishan 7 Operating Reserve	203,042	0.30%
Highland Crest Operations	942,387	0.30%
Highland Crest Replacement Reserve	263,674	0.30%
Highland Crest Security Deposit	45,738	0.30%
Outrigger Operations	422,025	0.30%
Outrigger Replacement Reserve	188,572	0.30%
Outrigger Security Deposit	23,147	0.30%
Prairie Oaks Operations	145,376	0.30%
Prairie Oaks Replacement Reserve	30,227	0.30%
Prairie Oaks Security Deposit	6,497	0.30%
Payroll Account	4,763	0.30%
HOME STREET BANK		
James Center North Operations	665,548	0.00%
James Center North Security Deposit	56,801	0.00%
WASHINGTON STATE		
Investment Pool	\$ 1,523,490	0.31%
<b>1. TOTAL THA CASH BALANCE</b>	<b>\$ 24,907,545</b>	
Less:		
<b>2. Total MTW Cash Balance</b>	<b>\$ 1,492,837</b>	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
<b>2.1. MTW Cash Available (Lines 2-2.09)</b>	<b>\$ 766,837</b>	
<b>3. MTW Cash Held By HUD</b>	<b>\$ 4,096,247</b>	

# TACOMA HOUSING AUTHORITY

## CASH POSITION - July 2020

<b>4. Non MTW Cash Restrictions/Obligations</b>				
<i>4.1 Non MTW Operational Restrictions</i>				
4.10 HUD Restricted - Lot and Property Sales			\$	7,834,743
4.101 Area 2B Sales Proceeds (Afford Hsg)		1,965,966		
4.102 Scattered Sites Proceeds (Afford Hsg)		5,868,776		
4.20 THA Property Accounts Reserved			\$	2,486,229
4.201 Security Deposit Accounts		165,231		
4.202 Highland Crest Operations Reserves		320,000		
4.203 Highland Crest Replacement Reserves		263,674		
4.204 James Center North Operations Reserves		230,000		
4.205 James Center North Capital		274,880		
4.206 Outrigger Operations Reserve		150,000		
4.207 Outrigger Replacement Reserves		188,572		
4.208 Prairie Oaks Operations Reserves		77,000		
4.209 Prairie Oaks Replacement Reserves		70,227		
4.210 Salishan 7 Operations Reserves		354,000		
4.211 Salishan 7 Replacement Reserves		392,645		
4.30 Rental Assistance Reserves			\$	1,067,864
4.301 Mod Rehab Operating Reserves		104,218		
4.302 VASH, FUP, MAIN & NED HAP Reserves		750,114		
4.303 FSS Escrows		213,532		
4.40 Prepaid Grants			\$	1,946,125
4.401 Gates Foundation		427,889		
4.402 Foundation for Tacoma Students		54,026		
4.403 Kresge Foundation - CHAP Program		161,015		
4.404 Balmer Foundation - Education Program		392,000		
4.405 THDG		911,195		
4.50 BFIM Buyout LOC Collateral-Potential Tax Credit Loss			\$	2,500,000
<b>4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)</b>			<b>\$</b>	<b>15,834,961</b>
<b>4.70 Agency Contracted or Budgeted Commitments Remaining</b>			<b>\$</b>	<b>-</b>
		-		
		-		
<b>4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)</b>			<b>\$</b>	<b>15,834,961</b>
<b>5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)</b>				<b>\$ 7,579,747</b>
<b>6. Development Advances - Project Reimbursement upon closing/draw</b>				<b>\$ 67,991</b>
6.01 Arlington Crisis Residential Center		-		
6.02 Arlington Youth Housing		67,991		
6.03 Court F LLLP (1800 Block)		-		





**TACOMA HOUSING AUTHORITY**

**POLICY, INNOVATION, AND  
EVALUATION**



# TACOMA HOUSING AUTHORITY

**DATE:** September 8, 2020

**TO:** THA Board of Commissioners

**FROM:** April Black  
Deputy Executive Director  
Director of Policy, Innovation and Evaluation

**RE:** Policy, Innovation and Evaluation Department Board Report

This report serves as Policy, Innovation and Evaluation's (PIE) bi-monthly report. PIE continues to support the agency's efforts to respond to the COVID-19 pandemic and racial injustices at the local and national level.

During these challenging times, PIE has also made some significant changes within the department. In March, Aley Thompson moved from PIE's Policy and Intergovernmental Affairs Manager into the Associate Director of Rental Assistance. This promotion for Aley and vacancy within PIE, allowed the department to have many discussions about its scope of responsibility, whether any of its functions would be better placed within other departments, and how staff could feel better mentored and supported in their work. These conversations resulted in the decision to narrow PIE scope to policy, innovation and evaluation, including the education project, and to move its communications and marketing, data analyst and fundraising functions to other areas of the agency. These discussions also allowed PIE to look more closely at the needs of the agency and other departments and recognize that Administration needed additional management support that could be met with PIE's Department Manager, Karen Bunce. Karen has extensive IT, Compliance and Banking experience that lends itself to Administration. Below is a brief description of the moves and next steps related to this topic:

- Karen Bunce has moved to Administration as its new Department Manager;
- Anastasia Cale's Data Analyst position has moved to Administration's OpenDoor/IT team;
- Brandon Wirth and the Communications and Marketing interns and responsibilities have moved to the Executive Department;
- Ava Pittman, Amy Van, Jess Thompson and I will remain in PIE;
- PIE will hire a Policy Manager to oversee the PIE work. This position will be posted in August.

The PIE team will continue to focus on moving its work forward related to the Education Projects, rewriting the agency's Administrative Plan and continuing to review, revise and improve THA's

policies to support and lead innovations in THA's operations to better support THA's customers and staff, and to evaluate the work that THA is doing. PIE will do this with an increasing focus on racial equity.

Below are the highlights of the Education work. The next report is an evaluation of the Housing Opportunity Program and Family Self-Sufficiency Programs at THA. PIE will also provide an update about a rewrite of THA's Administrative Plan.

## **1. Tacoma Schools Housing Assistance Program (TSHAP)**

**1.1.** PIE staff continue to meet monthly with Pierce County Human Services, Tacoma Public Schools (TPS) and Wellspring staff to prepare for the implementation and live launch of the TSHAP. The key areas of meeting discussions have focused on the following:

- *The anticipated needs of TPS and their families in the 2020 school year.* TPS staff shared insight that they expect anywhere from a 10-20% increase in McKinney-Vento students in the 2020-2021 school year, in large part due to the hardships brought unto families by COVID-19.
- *Understanding the budgetary needs of Wellspring to successfully launch and run the TSHAP.* In July, Pierce County and THA requested Wellspring to develop a budget proposal based on what it anticipates will help the TSHAP launch and operate smoothly. As part of its proposal, THA asked Wellspring to factor in TPS' insight for the upcoming school year and possible impact on services.
- *Preparing communication with TPS leadership and staff about the offering of the TSHAP and introducing Wellspring's services to the community.* In conjunction with completing the hiring and training of staff, Wellspring will begin preparing communication and outreach material to inform TPS and community stakeholders about their services. The partners will also plan to re-engage with the TSHAP community advisory group beginning in August to continue seeking community input as the partners get the program up and running.

**1.2.** THA and Pierce County agreed to amend the TSHAP contract to add \$356,461 for supportive services. The dollars come from funding awarded to THA by the Gates and Ballmer Family foundation to support the capacity of TSHAP over the next two years. The dollars will be used for supportive services, including case management and program staffing. Pierce County will administer these dollars under the allowable supportive services expenses agreed upon in the contract amendment.

## 2. Children's Savings Account (CSA)

**2.1.** In late June, BERK submitted to THA a report that summarized its work and recommendations after completing a series of logic-modeling exercises centered around C Children's Savings Account (CSA) performance metrics. BERK's report does not declare a final set of performance metrics, rather, it outlines the logic model used to guide Tacoma Housing Authority (THA) staff towards identifying the long-term and near-term outcomes of the CSA, the activities (e.g. the supports and services) needed to achieve those outcomes, and indicators that will help directly measure the impact of those activities. This exercise helped CSA staff evaluate and set in motion next steps for THA staff toward identifying a new set of performance metrics and criteria to measure the performance of the CSA. *See below for BERK's summary of discussions and recommendations for THA Children's Savings Account Performance Metrics document.*

BERK's recommendations for next steps are:

- Develop an equity statement to serve as a beacon to staff, residents, funders and community partners about THA's commitment to and institutional role of addressing equity.
- Continue to focus and refine THA program measurement plans according to the guiding principles identified through the logic-model exercise as the following: family engagement and family definition of success; equity, economic empowerment, housing stability and a focused role for THA in its core strengths while relying on partnerships in complementary areas.
- Develop consistent internal policies and practices for community engagement.
- Build staff and department capacity in data collection.
- Invest in a data management system

PIE and Client Support and Empowerment (CSE) staff have begun collaborating on drafting language for an equity statement, as well as drafting a set of performance metrics and indicators that aligns with the guiding principles. The equity statement and performance metrics work accounts for the ideas and input captured in BERK's interview with families, partners and funders. Staff hopes to have a proposal of these statements and metrics in late August.

**2.2.** PIE is continuing to work closely with the Washington Student Achievement Council (WSAC) to develop a 529 product that benefits families served by THA. Upon establishing THA's Guaranteed Education Tuition (GET) Program Master Scholarship Account, Bamford and Heritage Bank provided approval and support to use their CSA funds for GET purposes.

PIE recently heard from Sequoia about THA's request to invest their funds in GET and about their level of future investment. While they approved our request to not only

invest their CSA funds in GET, they removed all restrictions on the funds. Unfortunately, they also decreased their overall commitment from \$500,000 to \$250,000 because THA had not expended the previously-committed funds at the pace they had expected. We see this as unfortunate news but an opportunity to pivot this program as necessary.

In addition to the GET, PIE and Finance explored the feasibility of the Dream Ahead in June with WSAC and state Attorney General generalist, Rick Brady. Upon examining the risks associated with the Dream Ahead as well as resources needed, staff made a recommendation to leadership to not pursue the Dream Ahead.

### **3. College Housing Assistance Program (CHAP)**

#### **3.1. DOC-CHAP**

As mentioned in the previous Board Report, THA received Tacoma Community College (TCC) and Department of Correction's (DOC) proposal for DOC-CHAP. The partners proposed a mixed subsidy model using both tenant based subsidies and property based subsidies and/or project based vouchers. They also proposed the development of a landlord mitigation fund. Lastly, TCC and DOC recommended a four-month planning period with the program launching in fall 2020.

After receiving the proposal, PIE staff consulted with Rental Assistance in order to discuss the feasibility and capacity to implement the program as outlined in the proposal. Over the course of multiple meetings, it was decided that THA does not have the capacity to launch another partnership for additional property based subsidies or project based vouchers. Staff agreed to recommend that TCC use the 25 vouchers that have been set aside. Until THA has evidence that justice involved students face additional barriers with a voucher and until we have addressed the administrative challenges that have arisen from the property based subsidy program, staff did not feel launching a program expansion with multiple subsidy models was feasible at this time.

PIE staff composed a response to TCC and DOC's proposal based on the consultation with other THA staff. This response outlines the questions and reservations about different aspects of the proposal. It also requests that TCC and DOC provide a revised proposal to address THA's recommendation that DOC-CHAP be limited to the 25 tenant based vouchers. THA staff also recommend using until the end of the year to get the foundational elements of the program in place in preparation to launch the program at the start of 2021 with 5 vouchers and increasing the number of vouchers issued each term based on the Housing Specialist's workload and capacity. The response is attached to this report. TCC and DOC have been asked to provide an updated proposal by August 31, 2020.

### 3.2. Property Based Subsidies

#### 3.2.1. CHAP Expansion to Koz at the Dome (Koz on Puyallup)

Koz at the Dome successfully leased up all covered units on July 6, 2020. The chart below outlines the number of referrals made by each school and the resulting lease up count.

	<b>TCC</b>	<b>UW Tacoma</b>	<b>Non-student</b>
<i>Referrals</i>	95	58	
<i>Lease ups</i>	26	31	7

Of the students that leased up, the majority from TCC were homeless whereas the majority of students from UW Tacoma were not homeless, but near-homeless or low-income (which we qualified as Pell-eligible).

	<b>TCC</b>	<b>UW Tacoma</b>
<i>Homeless</i>	16	7
<i>Near-homeless</i>	9	16
<i>Pell-eligible</i>	1	8

The slow lease up and low lease up rate compared to referrals has initiated conversations with partners about the importance of measuring need and ensuring housing supply aligns with

students' circumstances and needs. These topics will be analyzed further in an internal evaluation (discussed below in Section 3.4.3.).

#### 3.2.2. Highland Flats & Crosspointe

In June, Allied Residential (the property management company at Highland Flats and Crosspointe) reached out to inform THA and TCC that approximately half of the CHAP tenants at Highland Flats had accrued rent delinquencies to the amount of roughly \$17,000. Following the collection of July rent, the delinquency amount had doubled.

Allied was especially concerned that none of the tenants had communicated with them as to whether or not the cause of their unpaid rent was COVID related. Additionally, none of the tenants had contacted them to arrange a payment plan. As the eviction moratorium was due to expire in early August, Allied warned that 30+ residents would be at risk of eviction.

During this time, TCC's CHAP Navigator has been diligent in disseminating information about rental assistance programs and resources to their student body and CHAP participants. Their communication has also included resources explaining the eviction moratorium and the limitations on who is protected by the moratorium. Despite these efforts, Allied reported no progress.

TCC's CHAP Navigator had already scheduled meetings with both Koz and Allied to discuss the student referral process and other items. This provided an opportunity to hear more from Allied about the unpaid rent and unsuccessful communication with tenants. Allied shared various efforts they have made to assist tenants to apply for rent assistance. Additionally, as a group we discussed the relationship between Allied and the tenants. THA's Landlord Engagement Specialist recommended to involve the Center for Dialog and Resolution in order to address tenant's concerns and resistance/discomfort in communicating with the property manager. Allied was very open and receptive to all ideas and eager to do what they can to improve the landlord-tenant relationship.

### **3.3. CHAP Memorandum of Understanding (MOU) & Program Manual**

#### **3.3.1. *Four Party MOU***

The CHAP MOU between THA, TCC, UW Tacoma, and TPS is still under revision. PIE staff met with the Vice Chancellor of Student Affairs at UW Tacoma and the Dean for Retention and Student Success from TCC in July to discuss the MOU. Both parties requested greater discussion and clarification of roles and responsibilities as they pertain to landlord-tenant complaints. This is in large part due to a variety of complaints that have been shared regarding tenant experiences and conditions at Highland Flats and Crosspointe.

The discussion focused on the challenges for each party when a student voices a complaint. Tenants at CHAP partner properties are not technically THA clients. They do not complete a housing application with THA and they are not assigned a Housing Specialist or Case Manager to work with. In some cases, the tenant may not be aware they are participating in a THA funded program. Yet, the post-secondary institutions are understandably concerned about getting involved in non-academic affairs that are not traditionally in their scope of work and put them in the middle of supporting and advocating on behalf of students while nurturing a relationship with housing partners.

However, in July, the CHAP program staff at both institutions as well as representatives from the partner properties agreed to meet on a quarterly basis to discuss program operations as they pertain to student referrals and tracking. Additionally, this meeting included the Landlord Engagement Specialist, Compliance Auditor, and Post-Secondary Project Manager from THA. All partners were in strong agreement that quarterly meetings to discuss the program operations and concerns would be beneficial and strength these important partnerships. During the meeting, college program staff shared a desire to ensure transparent grievance processes at the properties. Everyone also agreed that the Renter Readiness workshop offered by the Landlord Liaison Program would be a very important resource to better integrate into the program and make available to students (both CHAP and non-CHAP participants).

PIE staff is currently drafting revised MOU language to reflect these discussions and resources. TCC also expressed interest in finding ways to incentivize participation in Renter Readiness by either offering a gift card or exploring the possibility of having the workshop approved by their curriculum review committee in order to offer a college credit for completion. While these discussions have postponed the signing of the four-party MOU, PIE staff feel confident that the increased communication between the CHAP partners and the involvement of the Landlord Engagement Specialist is leading to positive and sustainable changes that will benefit all parties involved, especially the students THA is currently serving and will serve in the future.

#### *3.3.2. Program Manual & Board Resolution*

As mentioned in previous reports to the Board, the education partners have developed new program requirements for students leasing up with property based subsidies. These new requirements are outlined in the revised CHAP Program Manual with the intent that they apply to all variations of CHAP (the previous program manual only captured operations for tenant based subsidies).

The Post-Secondary Education Project Manager prepared materials for community consult for a proposal to implement new program requirements to the tenant based subsidy portion of CHAP. The proposed resolution is included in the Board packet.

### **3.4. Evaluation**

#### *3.4.1. Hope Center Evaluation*



Temple University's Hope Center serves as a third-party evaluator for CHAP. Specifically, their scope of evaluation is looking at CHAP applicants that applied for a voucher between fall 2017 and spring 2019. Now that the application period has closed and all applicants have been able to complete a 6-month follow up, the Hope Center provided TCC and THA with a draft internal report on the program in early July.

This particular report focuses primarily on research design and provided an overview of program outreach, the application process, and program attrition. This is the first report to include information on how many students who applied to CHAP were eventually housed. This information helps THA and CHAP partners better understand what our current capacity is to address student need.

The report also provided some discouraging insight on which students were more successful at leasing up than those that were not. The evidence of demographic differences between these groups leaves many questions unanswered. PIE staff and TCC staff are eager for the evaluators to explore in greater detail, if possible, why demographic differences are present in order to understand if and how we can respond.

More time is needed in order to measure the academic impacts of CHAP. However, the report addresses the challenge posed by programs like CHAP when it comes to outcome based evaluation. Programs seeking to serve people most in need are unlikely to experience the same rates of success as programs that limit participation to "the cream of the crop".

TCC and THA met with the authors of the report to discuss initial findings. The Hope Center will be responding to questions and concerns regarding more specific measures for program attrition and reasons why students were not successful leasing up after they applied (e.g. how many did not complete the THA application, how many did not attend their briefing, how many expired while shopping, etc.).

#### 3.4.2. *BERK Disenrollment Evaluation*

Unlike the current Hope Center report which is looking at program intake, the BERK evaluation is focusing on reasons why students in CHAP have disenrolled and which aspects of school and life students currently on the program see as potential or real roadblocks to their academic success.

As of early August, BERK has distributed a survey to all TCC students that have participated in CHAP. They have received approximately 80 responses.

However, the response rate is relatively low for students who have been exited off the program. BERK is planning a targeted campaign to engage that particular population. Following the survey, they will conduct approximately 15 interviews with current/past CHAP participants in order to learn more about how housing has impacted their academic plans and what, if any, barriers remain that threaten their ability to maintain eligibility.

3.4.3. *Upcoming Internal Evaluation*

In response to the unexpected slow lease up of Koz at the Dome, TCC, UW Tacoma, and THA discussed the need to develop a more accurate measure of student housing needs. These measures need to look not only at how many students are housing insecure, but what type of housing meets their circumstances.

The Koz at the Dome lease up period shed light on students' desire/need to be close to campus and live in quarters with more traditional amenities (especially as it pertains to kitchen amenities). Further, the two-bedroom units were quick to fill, leaving households with three or more people with relatively few options available.

PIE staff is compiling data to get a better sense of what student need looks like and the characteristics of those student households. THA data will help shed light on who has already been served, but post-secondary applicant and waitlist data will also prove incredibly valuable. Due to COVID and campus closures the ability to obtain all the data we need for a comprehensive report is understandably delayed. However, PIE staff was able to get a current snapshot of the college waitlists as of early August:

WAITLIST	TCC	UWT
Homeless	46	2
Near-homeless	65	
Low-income (Pell-eligible)	14	1
<b>TOTAL</b>	<b>125</b>	<b>3</b>
Households of 2+ people	47	0

While there is clearly a stark difference between the waitlists at the two institutions, there is some explanation. First, students in greater need are often represented at a higher rate at community colleges. Community colleges are more affordable and offer shorter academic programming that can help people enter into employment in a faster time frame. Their open door policy makes them a welcoming and accessible option for students who

do not fit the traditional profile or who may need additional supports to become college-ready.

Second, UW Tacoma has developed a partnership with Shared Housing Services. This partnership led to the development of the Husky2Husky program where UW Tacoma staff and alumni have been encouraged to rent rooms to current UW Tacoma students. Since a student does not need to be homeless, near-homeless, or meet income requirements as they do for CHAP, the Husky to Husky program's looser eligibility criteria appears to be a better fit for UW Tacoma students who are seeking housing.

It is the hope of PIE staff to have a more comprehensive report ready for the Board in October. This report will analyze the proportion of students applying that are homeless, near-homeless, and/or low-income. Additionally, it will look at household size, composition, and income level. These factors will paint a clearer picture of what housing needs look like for students in the community. They will also help shed light on whether or not the two subsidy models and associated units are aligned with the household sizes and characteristics of students seeking housing assistance. Paired with the additional evaluations being carried out, PIE staff is preparing for an onslaught of valuable data to become available in order to paint a picture of CHAP as a whole.

#### **4. Third Party Evaluation for THA Education Projects**

THA is continuing to work with the Foundation for Tacoma Students (FFTS) staff to refine a proposal regarding evaluation of THA's education projects. Both partners hope to finalize a proposal by the end of August. Upon finalizing the evaluation proposal, the next step will be to contract a third party to facilitate a discussion on desired outcomes and indicators, as well as to help develop a framework for this data and evaluation partnership.

To: Jess Thompson  
From: Micah Tucker  
Subject: Proposal for the DOC-CHAP Expansion  
Date: 4/28/2020

## **1. PURPOSE**

TCC is the region's largest post-secondary educational institution. It is well known for the warm welcome and support it gives to low-income students, many of whom are the first in their families to attend college. A TCC degree can transform their lives and the lives of their families. Student surveys identified that homelessness or unstable housing during enrollment prevented or impeded a notable number of these students from completing their coursework for a degree. THA's housing resources, matched with TCC's case management services, help TCC stabilize these students and further TCC's educational mission.

This partnership with TCC is part of THA'S Education Project. This project is an effort to spend a housing dollar not only to house people in need, but also to promote two other outcomes. First, THA seeks to promote student success in school so they become economically self-sufficient; in this way, their time receiving THA's assistance is both temporary and transforming. Second, THA seeks to promote the ability of educational institutions, from elementary school through college, to effectively educate low-income students. Such outcomes make for a very good use of a housing dollar.

TCC offers education programs to people who are incarcerated at Washington Correctional Center for Women (WCCW) and Mission Creek Correction Center for Women (MCCCW). The Corrections Education (CE) Navigator is responsible for creating pathways for students across several educational programs, including: ABE, GED/HSE, career technical education, and post-secondary programs. The CE Navigator also assists students in identifying a clear educational pathway and support the student through the completion of their educational journey. The CE Navigator works

closely with the TCC Re-entry Navigator and DOC Case Managers to coordinate services and facilitate successful transitions for students who are seeking employment/education services upon release. When students are released from incarceration with the goal of beginning or continuing their education at TCC, they are connected with TCC's Re-Entry Navigator who helps them bridge to programs on TCC campuses.

Despite the support available through the Navigators, a lack of permanent housing prevents or interrupts students from staying engaged as TCC students or applying for admission. In "Nowhere to Go: Homelessness among Formerly Incarcerated People"<sup>1</sup> author Lucius Couloute states,

Formerly incarcerated people are almost 10 times more likely to be homeless than the general public and we find that rates of homelessness are especially high among specific demographics:

- People who have been incarcerated more than once
- People recently released from prison
- People of color and women

Homelessness among recently released individuals is a fixable problem. States can - and should - develop more efficient interagency systems to help formerly incarcerated people find homes. But longer-term support is also needed: Our analysis found that even people who had spent several years in the community were 4 times more likely to be homeless than the general public.

There is a growing body of research that demonstrates stable, long-term housing reduces the likelihood of recidivism. According to a

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<sup>1</sup> Couloute, Lucius. "Nowhere to Go: Homelessness among formerly incarcerated people." *Northampton, MA: Prison Policy Initiative* (2018).  
[Last Revised 3/9/2020]

2013 study by Seema L. Clefasefi et. al<sup>2</sup>, project-based housing-first (HF) models have been shown to reduce time in jail. The study also found a strong relationship between criminal history with “symptoms of homelessness.” They state, “Taken together, the literature suggests that project-based HF may provide a solution to breaking the street to jail to street cycle of chronic homelessness.”

In a 2003 publication in the Golden Gate University Law Review, author Heidi Cain<sup>3</sup> examined the legal history of landlord-tenant law in America as it pertains to ex-offenders and recidivism. Cain describes how this history supports social stigma that continues to undermine their ability to obtain and maintain stable housing. Cain states,

The community must also share responsibility for the integration of these ex-offenders. Without drastic and immediate changes to housing law, the 600,000 people released from prison this year will be systematically and continually recycled by the criminal justice. To change the dialogue of crime control in the United States and create positive advances, we must provide ex-offenders with living necessities, particularly, housing. Not until their housing needs are met will they be equipped to lead lawful lives.

## **2. Overview**

This proposal is an expansion the College Housing Assistance Program (CHAP), a current partnership between TCC and THA, to serve individuals exiting either WCCW or MCCCW and beginning or continuing their post-secondary education at TCC. In this proposal the program expansion is referred to as DOC-CHAP. It is unanimously agreed upon by the contributors of this proposal that a

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<sup>2</sup> Clifasefi, Seema L., Daniel K. Malone, and Susan E. Collins. "Exposure to project-based Housing First is associated with reduced jail time and bookings." *International Journal of Drug Policy* 24, no. 4 (2013): 291-296.

<sup>3</sup> Cain, Heidi Lee. "Housing Our Criminals: Finding Housing for the Ex-offender in the Twenty-first Century.(Law and Social Change)." *Golden Gate University Law Review* 33, no. 1 3 (2003): 131-171

new name is applied to the program before it launches. This proposal requests the use of tenant-based vouchers (TBV), and either property-based subsidies (PBS) or project-based vouchers (PBV) and offers a plan for the planning, implementing, operating, and evaluating of this pilot program expansion. The proposal requests additional housing resources from THA to be deployed by existing personnel at DOC and TCC. It does not seek to change or add responsibilities to the CE Navigator or the Re-Entry Navigator beyond their current job description or case load. The TCC CHAP Navigator will assume the responsibility for program communications, student data collection, and reporting to THA. This pilot program proposal is a joint effort between DOC and TCC for consideration by THA.

Definitions:

**Intending to enroll:** Has completed the Free Application for Federal Student Aid (FAFSA) and has been accepted to the college.

**Tenant-based Voucher (TBV):** a subsidized housing voucher that allows the tenant to shop on the open rental market.

**Property-based subsidy (PBS):** under a long-term contract THA subsidizes apartment units to serve a specific area median income tier, i.e. 30% AMI.

**Project-based voucher (PBV):** serve an identified population in need and allows and often includes other wrap-around services on site.

### 3. PROGRAM PROPOSAL

#### 3.1. Allow Multiple Subsidy Options

The DOC-CHAP program would be best served by a toolkit of subsidy options. These include tenant-based vouchers (TBV) and housing units separate from the speculative rental housing market, such as project-based vouchers (PBV) or property-based subsidies (PBS).

##### 3.1.1. Benefits of PBS and PBV's

Formerly incarcerated individuals face much steeper

barriers than others when applying for apartments and even more so in tight housing markets such as Tacoma's. For this reason, project- or property-based housing assistance will best serve a number of individuals exiting corrections. When units are available, these types of subsidized housing will also alleviate the added challenge of securing a lease before an individual exits correction. The contracts between THA and landlord allows for some flexibility in terms of setting minimum occupancy rates. This could allow a unit to be held vacant for a short period prior to a participant's release, as long as it does not impact their overall occupancy rate. If we are successful in finding a landlord to dedicate units to this population, then students affiliated with DOC-CHAP do not need to face the additional barrier of finding a landlord accepting of their circumstances. By removing the pressure and stress of finding a landlord that is willing to relax their screening requirements for tenant applicants with a criminal history, DOC-CHAP students will likely be more successful as a student and in achieving their re-entry plans.

Additionally, if THA were successful at finding a landlord to respond to an RFP for Project Based Vouchers, participants would greatly benefit by receiving an income based voucher. This allows students time to secure employment and a stable source of income after they have been housed. For a population being released from a DOC facility without pre-arranged employment or with minimal savings, this is a significant benefit. **[see appendix II for PBS process map]**

### **3.1.2. Benefits of Tenant Based Voucher**

For some formerly incarcerated students, a tenant-based voucher is the best fit for the following reasons. Some students exiting the DOC have a support structure that includes friends and/or family. Their



ability to rent a room or unit from friends or family with their voucher allows them to remain in comfortable environments and ensures their housing stability (housing units must pass THA inspection). Other students may likely find a shared housing option where the tenant-based voucher is the best subsidy option. Students reuniting with their children may need a larger housing unit than what PBS or PBV units may provide. Some students may also need/want more flexibility in terms of location so that they can be close to their family, children's school, workplace, community of support, and/or further away from areas associated with their past. **[see appendix I for TBV process map]**

### **3.2. Develop a Dedicated Landlord Mitigation Fund**

The TCC Foundation has committed \$10,000 for the first year of DOC-CHAP toward a mitigation fund should this proposal be approved **[see appendix III]**. The primary purpose of this fund is to cover gaps in rent as a unit remains empty prior to its occupancy by a program participant. Such a fund would incentivize landlords to participate in this proposed program. These funds would help retain the pool of housing available for students exiting corrections and incentivize landlord participation in this program.

### **3.3. Flexibility to Address Challenges & Risks**

Though each subsidy type has its own set of benefits, there are also associated challenges and risks. In developing this program, TCC and DOC are mindful of the potential challenges and risks that may impact the program's success. As a result, our recommendation in the following section will include contingency plans should we not be able to reach full utilization of a particular type of subsidy.

We ask that THA allow 18 months from the launch date of the pilot program offering the combination of subsidies listed in Section 3.1. At the end of the 18 months, TCC and THA will co-facilitate an evaluation of the success of each subsidy

model and make a final recommendation regarding the subsidy distribution moving forward.

The challenges that we are prepared to address in the coming months include the following:

- Currently there are no identified organizations or landlords that we believe are prepared to respond to an RFP for project-based vouchers.
- We have yet to identify a property to offer property-based subsidies.
- We still need to overcome screening standards that property managers hold for students who have a criminal background. Therefore, developing new and strong working relationships with landlords will be necessary for TBV utilization.

In Section 4.1. we propose a 4-month period from the approval of this proposal for a planning period. During this time the following objectives should be met:

- In partnership with TCC and DOC, THA will develop and release RFPs for a PBS and PBV program.
- THA will outreach to landlords to develop interest and participation in the DOC-CHAP for TBV utilization.

### **3.4. Subsidy Allocation**

We recommend that DOC-CHAP begin with 15 Tenant Based Vouchers (TBV) and the monetary equivalent of 10 vouchers would be set aside for future PBS / PBV use.

#### **3.4.1. Recommended TBV Count**

For the quarters of spring, summer and fall of 2019 the Re-Entry Navigator at TCC has served an average of 19 potential students per quarter. Of that population an average of 10 have enrolled at TCC per quarter.

Housing is the primary obstacle for the participation and retention for this population to enroll and persist

as students at TCC.

We anticipate 10 potential DOC-CHAP participants to be released and admitted to DOC-CHAP each quarter from WCCW and MCCCW combined. We expect to reach 90% voucher utilization by end of spring quarter 2021. If we do not reach the anticipated utilization by December 2020, we request that the unused vouchers be offered to male populations that are working with the TCC Re-Entry Navigator. A second option in the case of unsatisfactory voucher utilization is to consider deepening the TBV subsidy amount to help DOC-CHAP students offset the steeper barriers they will face.

#### **3.4.2. PBS/PBV Count**

Currently THA has reserved 25 TBVs for the DOC pilot expansion of the CHAP program to serve current students and future students exiting corrections. This proposal has identified the need for housing subsidy options that best serve the variety of situations faced by students exiting corrections. To evaluate the success of either housing subsidy type, a meaningful number of PBS or PBV units are required. We propose that the equivalent of 10 TBVs out of the 25 be reserved for the solicitation of a PBS or PBV contract. In the case that not all the PBS / PBV subsidy dollars are utilized in a future landlord partnership, the remaining dollars will return to serve this program as TBVs.

If we are unsuccessful at securing PBS or PBV units by September 1, 2020 in the form of a contract with a landlord partner we propose that the funds be dedicated to tenant-based subsidies. If the tenant-based subsidies have not reached 90% utilization by the start of winter quarter 2021, we propose the funds be allocated to CHAP subsidies for use by the larger

CHAP student population.

### **3.5. Program Requirements**

DOC-CHAP students will be held to the same program requirements that are to be set forth in the four party MOU and program manual.

### **3.6. Participant Supports**

Students of DOC-CHAP will have the same supports available to them as students in CHAP in addition to the following:

- Prior to exiting corrections, the CE Navigator assists students and future students with the following:
  - academic advising,
  - completion of financial aid forms, and
  - identification of a clear educational pathway and supports upon their release.
- Upon exiting corrections, the TCC Re-Entry Navigator will assist current and future students with the following:
  - all aspects of college enrollment based on participants' goals and aspirations.
  - communicate with faculty and correctional staff inside prisons to assist students with enrollment in college upon release.
  - assist with identifying and securing housing, employment, transportation, food, and community resources.

## **4. PLANNING & IMPLEMENTATION**

### **4.1. Planning Period**

TCC and DOC anticipate a 4-month planning period upon approval of this proposal. This period is will also provide additional time for all contributing partners to identify new process details and address them prior to the launch of the program. During this time the following activities will be carried out:

- RFP will be drafted and opened through a joint effort by TCC, DOC, and THA, and potential landlord partners will

- be identified to establish a project-based voucher or property-based subsidy option for DOC-CHAP.
  - THA would release the RFP and uphold a contract with a landlord partner securing either a PBS or PBV program.
  - TCC and DOC will contribute to the content of the RFP as needed and support any marketing and/or public relations activities within the community.
- THA will conduct outreach to solicit landlord interest in the DOC-CHAP for the utilization of the TBV.
- TCC will create and distribute program marketing materials and program screening/checklists to the CE Navigator and Re-Entry Navigator.
- DOC will explore hosting THA voucher orientations within their facilities.
- TCC Re-Entry Navigator will outline the process for currently incarcerated individuals to complete and submit lease applications.

#### **4.2. Pilot Period/Implementation**

Upon launching the program at the conclusion of the 4 month planning period, we will allow 18 months to pilot the subsidy types in order to determine the best allocation model:

- The first cohort will consist of eligible and admitted students who are released from WCCW and MCCCW and admitted to DOC-CHAP for fall quarter 2020.
- The second cohort would include students beginning winter quarter 2021.
- An additional cohort will be identified in the spring quarter 2021.
- Upon securing a PBS or PBV program, a final cohort of students will be housed in winter or spring 2021.
- The pilot end date will be the beginning of fall quarter 2021. Evaluation of the program will be a joint effort by DOC, TCC and THA through a review committee.
- This committee will evaluate the efficacy of the subsidy models and determine appropriate allocation model

moving forward. They will also evaluate the effectiveness of the program on student persistence, and submit a pilot program report with recommendations to THA. The report will include; academic retention, housing retention, programmatic process challenges and successes, and subsidy utilization rates. The DOC will provide their own data set on program success, and contribute to the program evaluation. These data points will be compared with the overall TCC student population of the same academic year(s), and the overall population of individuals exiting corrections in Pierce County during the same year(s) (subject to DOC's data capacity and recommendations). Additional consideration will be given to individual experiences of those participating in this pilot program. This will be evaluated by review of case management notes, an online survey, and through an ad-hoc advisory committee if deemed necessary.

## **5. ROLES AND RESPONSIBILITIES**

### **5.1. TCC ROLES:**

#### **5.1.1. Marketing**

TCC will provide marketing materials to be used by the CE Navigator to provide program information and solicit interested current and prospective students before their release.

TCC will maintain an up-to-date website.

#### **5.1.2. Resource Navigation**

The TCC CHAP Navigator, Re-Entry Navigator, Academic Advisors, and Counselors will provide referrals to on-campus and other local support services. They will also provide guidance and support to help the student stabilize and succeed as a tenant and as a student.

### **5.1.3. Tracking**

TCC's CHAP Navigator will be responsible for tracking and reporting to THA any changes in program eligibility for each DOC-CHAP student. They will also be responsible for maintaining continuous communication with DOC-CHAP students for the purpose of academic persistence and maintaining their eligibility status on the CHAP program. Tracking includes accessing the college's early alert system to ensure that satisfactory progress is maintained.

### **5.1.3. Reporting**

The TCC CHAP Navigator will provide quarterly reports to THA that includes:

- Changes in participant eligibility.
- Student GPA, retention, and degree completion.

## **5.2. DOC ROLES**

### **5.2.1. MARKETING**

DOC will provide access to TCC Navigators and will utilize CHAP informational materials to respond to inquiries.

### **5.2.2. PROGRAM SCREENING AND REFERRALS**

DOC and other corrections staff will verify eligibility for DOC-CHAP using the screening/checklist provided by TCC. The DOC will provide quarterly lists of students releasing to Pierce County who are receiving or have applied to receive an Earned Release Date (ERD) voucher. ERD vouchers provide up to 90 days of housing for people unable to leave prison or work release due solely to a lack of funds for housing. The CE and Re-

Entry Navigators will work with the DOC Case Managers to verify that the students want to attend TCC.

Applicants will submit the completed DOC-CHAP application materials to the Corrections staff or to the Re-Entry Navigator at TCC. Corrections staff are expected to assist the student in electronic transmission of the screening application, the THA application (for TBV), and a signed release of information.

#### **5.2.3. COLLEGE ENROLLMENT NAVIGATION:**

The CE and the Re-Entry Navigators will assist current students and those who express an intention to enroll with activities related to completion of the FAFSA, TCC institutional forms, and an admission application to TCC.

## **6. SUMMARY**

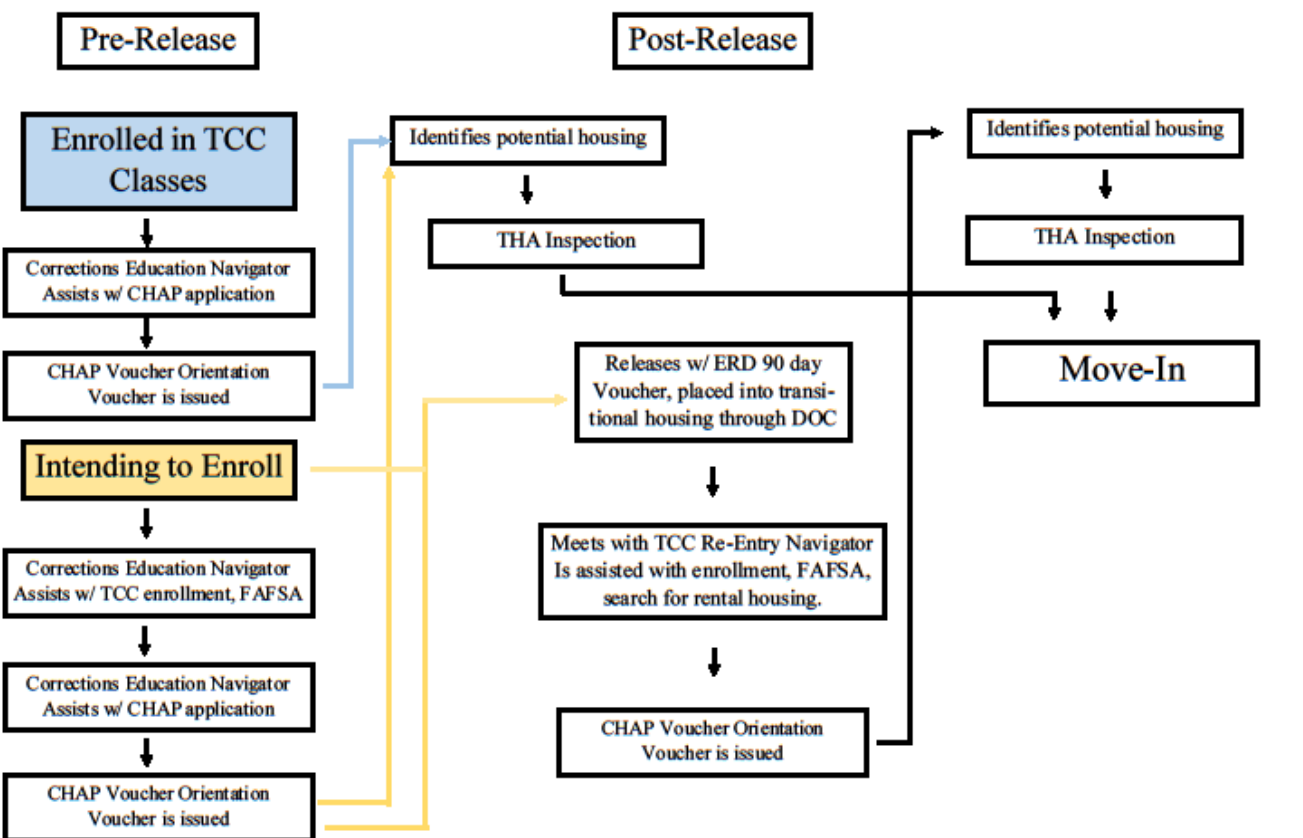
The proposed expansion of the CHAP program to serve justice involved TCC students seeks to address some of the most challenging housing hurdles. It does this in three ways. First, it seeks to increase the housing resources available to this population by developing new landlord partnerships through property based subsidy agreements. Second, it allows multiple subsidy types to address the variety of student housing challenges we expect to face. And third, it identifies known challenges, and plans for a comprehensive analysis after 18 months after launching the program. This is a new type of partnership and we fully anticipate identifying and addressing new challenges together.

Below, appendices I and II are process maps for both tenant-based vouchers and property-based subsidies. These attempt to identify the likely scenarios of providing housing to individuals accepted on to the CHAP program from pre-release to post-release from DOC facilities. Appendix III features a letter of commitment from the Tacoma Community College Foundation

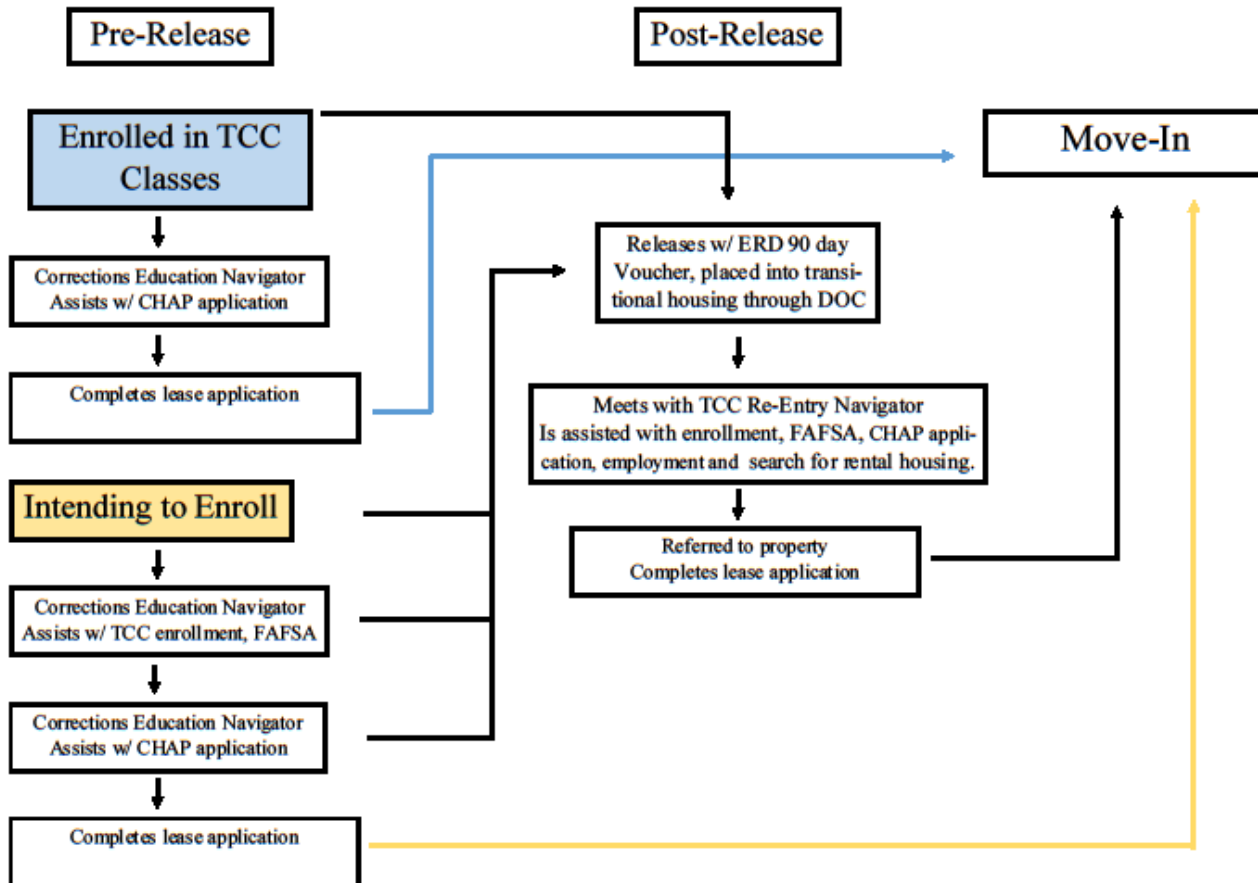


for \$10,000 towards a mitigation fund for the first year of the program.

DOC-CHAP  
Student Process Map: Tenant Based Voucher



DOC-CHAP  
Student Process Map: Property Based Subsidy / Project Based Voucher



Appendix II:

### Appendix III:



6501 South 15th Street, Bldg. 6  
Tacoma, WA 98466-6100  
Phone: 253.566.5003  
Fax: 253.566.5004  
[www.tacomacc.edu/foundation](http://www.tacomacc.edu/foundation)

January 30, 2020

To: Contributing partners of the DOC-CHAP expansion proposal

From: Bill Ryberg, Director, Tacoma Community College Foundation

The Tacoma Community College Foundation has been asked to add financial support to assist in the transition period for students in the proposed DOC-CHAP expansion proposal.

The TCC Foundation supports expansion of DOC-CHAP, and will make a commitment of up to \$10,000 for the initial one year period of the DOC-CHAP program.

Thank you for the opportunity to support our students.

Sincerely,



Bill Ryberg  
Vice President for College Advancement and  
TCC Foundation Director

Gifts are payable to the  
Tacoma Community College Foundation,  
a not for profit 501(c)(3) corporation  
that accepts and administers  
philanthropic support for the college.

Founded in 1908 solely to enhance the mission of Tacoma Community College.  
Tacoma Community College is accredited by the Northwest Association of Schools and Colleges.



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To: Micah Tucker, TCC  
From: Jess Thompson, Project Manager  
Date: July 24, 2020  
Subject: Response to TCC & DOC's DOC-CHAP Proposal

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## **1. BACKGROUND**

THA has set aside 25 vouchers in anticipation of issuing them to students releasing from prison and enrolling at TCC. Prior to launching the program, TCC requested a formal proposal from TCC and DOC to outline the program operations, roles, and responsibilities for DOC-CHAP. Students exiting prison face additional barriers when it comes to finding and securing housing. The proposal is intended to demonstrate to THA how the CHAP partners plan to work together to mitigate/address the barriers. Additionally, the proposal should outline the process by which a student is identified while incarcerated and onboarded into the program.

Tacoma Community College (TCC) and the Department of Corrections (DOC) submitted a proposal for DOC-CHAP to Tacoma Housing Authority (THA) on May 1, 2020.

The section below will provide a high level overview of TCC and DOC's proposal. The following sections will outline THA's questions and recommendations moving forward.

## **2. DOC-CHAP PROPOSAL**

### **2.1. Mixed Subsidy Model**

TCC and DOC have proposed a mixed subsidy model for DOC-CHAP. The proposal outlines various benefits and challenges associated with tenant based subsidies, property based subsidies, and project based vouchers. Specifically, they propose to keep 15 tenant based subsidies and the equivalent of 10 tenant based vouchers to project based vouchers or property based subsidies.

However, the proposal does acknowledge that at this time a property or organization has not been identified to provide property or project based vouchers.

### **2.2. Landlord Mitigation Fund**

TCC has secured \$10,000 from the college Foundation in order to develop a Landlord Mitigation Fund. The purpose of this fund is to provide some extra financial assurances in hopes of encouraging landlords to rent to people with a criminal background. The fund is also proposed to be used in order to hold a unit for someone who has applied, been approved, but may not be able to move in immediately due to their release date.

### **2.3. Planning & Pilot Period**

TCC and DOC have proposed a four (4) month planning period in which they ask that THA's Landlord Engagement Specialist to assist in recruiting interested landlords. Further, they have requested that THA use that time to release an RFP to find a landlord willing to accept/administer project based vouchers and/or property based subsidies. They also propose that if a property is not identified during this time for property based subsidies or project based vouchers, the voucher count return to 25.

In addition to the planning period, they propose an 18 month pilot of the program. The intent of the pilot period is to determine if one subsidy model proves more successful. If so, that would be used to make future program decisions regarding which subsidy type to dedicate to DOC-CHAP.

## **3. INITIAL QUESTIONS & CONCERNS**

After reviewing the proposal, members of the Policy, Innovation, and Evaluation (PIE) department and Rental Assistance (RA) department met to discuss the proposal. The group also outlined questions and anticipated operational challenges based on the proposal. The questions and concerns are outlined below.

### **3.1. Mixed Subsidy Model**

- Do we know the average household size for potential participants? Are many looking to reunite with families and children? THA would need to know unit size to pursue property based subsidies.
- Do we know the current success rates for justice involved students? How many have been unsuccessful with vouchers and how many have been turned away by the properties?
- Has anyone tried outreach to landlords yet? Could we work on this aspect further and see if the Landlord Engagement Specialist can help with outreach and recruitment?
- This would shift CHAP from having two models to four. The fewer the better from an administrative standpoint.
- This would create extra compliance and administrative work for less than 10 property based subsidy units. Given the unexpected work that has already arisen from property based subsidies this is a concern held by THA.
- Might be easier to get landlord buy in if they're renting to one person rather than a group of people.

- Can THA buy in to the Landlord Liaison Program’s housing bank in order to find landlords willing to rent to this population? If so, referrals would need to come through Coordinated Entry in order for a case manager to access the housing bank. Who would serve as that case manager, THA Housing Specialist or Re-Entry Navigator? What would go into getting this program into Coordinated Entry?
- Regarding the request to offer CHAP briefings at the facilities, is there a way for this to be done online? Could the Re-Entry Navigator provide a briefing packet and then set up phone calls with the THA Housing Specialist?

### **3.2. Landlord Mitigation Fund**

- Which party would own/manage this fund?
- How will the fund be replenished?
- There are also other risk mitigation funds, how would they fit in to this?

### **3.3. Planning & Pilot Period**

- It is highly unlikely THA will be able to release an RFP during the proposed planning period.
- THA agrees that an 18 month pilot is worthwhile to determine the success of students leasing up, however, if students are using property based subsidies, a contract with the property will need to run for longer than 18 months.

### **3.4. Other**

- What about the wraparound supports? Can we get more details on the navigators’ positions and how their work fits in since the proposal states their scope of work will not change?
- Is COVID going to impact how the program operates? Has the “new normal” been taken into account in terms of program operations?
- Has there been further conversation with Shared Housing Services about their home providers willingness to accept vouchers and offer a room to students exiting prison?

## **4. THA’s RECOMMENDATION**

THA is appreciative of the work TCC and DOC put into developing the DOC-CHAP proposal. We understand the appeal of a mix subsidy model in order to meet students' varying needs and circumstances. However, given a number of concerns and constraints listed in the previous section, THA is not ready to add another property based subsidy to the CHAP portfolio.

While we are all eager to get this program launched and begin serving justice involved students, THA's staff are concerned about their current capacity to launch a new program at this time. We currently have other projects underway and elements to this project that still need time to evolve (see next paragraph). Other THA programs that are being implemented will increase the number of people shopping with a voucher. We want to be careful not to oversaturate the market and have our clients competing against one another. Additionally, we request that CHAP not undergo further expansion until we have agreement on the CHAP MOU and it has been signed by all parties involved.

THA recognizes the concerns around lease up success for justice involved students renting on the private market. To help mitigate these challenges, THA's new Landlord Engagement Specialist (LES) is committed to exploring opportunities to help identify and recruit landlords that are willing to relax their screening criteria. The LES is currently talking to the Landlord Liaison Program about gaining access to their housing bank as well as initiating discussions with Seattle's Housing Connector program<sup>1</sup> about expanding their services to the Tacoma area. However, these are not established or guaranteed partnerships, so THA cannot promise that we will gain access to these resources. TCC and DOC should continue to explore other ways to recruit landlords interested in serving their students. The Husky to Husky program through Shared Housing and UW Tacoma may be a model to explore.

We are also excited to hear about TCC Foundation's commitment to seeding a Landlord Mitigation Fund. This will be a great feature to offer potential landlords. THA is willing to assist with resource development to support the development and replenishment of the fund.

In response to the TCC/DOC proposal, THA requests the following be addressed and/or modified in the proposal.

1. Limit proposal to the 25 tenant based vouchers. Remove property based subsidies and project based vouchers from the plan.
2. Dedicate now until the end of 2020 to planning, defining program operations, and recruiting landlords. Outline project deliverable as well as all partners' roles and responsibilities during this planning phase.

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<sup>1</sup> <https://www.seattlechamber.com/home/advocacy/housing-connector>



3. Address if and how COVID will impact program operations and communication with participants at WCCW and MCCCW.
4. Reach out to Shared Housing Services to identify if and how that partnership can be further developed and, if so, memorialized in the program proposal and planning/launch periods.

Based on the proposal and our recommendations, THA commits to the following:

- The Landlord Engagement Specialist (LES) is committed to supporting landlord outreach and recruitment as well as identifying opportunities that will help connect student participants to landlords willing to rent to people with a criminal history.
- Develop an online self-paced briefing/orientation that could be offered in DOC facilities. An online briefing is currently under development. THA is committed to working with DOC in order to determine how the briefing could be made available to participants prior to their release. The Housing Specialist is committed to offering phone support to participants who have questions following the briefing.
- Begin issuing vouchers in January 2021. We propose a phased approach starting with five (5) vouchers issued each term. The number may increase depending on staff capacity.
- Assist with Landlord Mitigation Fund development.
- THA supports the suggestion that the program be renamed.

## 5. **NEXT STEPS**

We request that TCC and DOC work to revise the DOC-CHAP proposal based on the recommendations in the previous section. We ask that you submit the revised proposal and detailed plan for the work that needs to be carried out between now and January 2021 by each party involved. Please submit this proposal no later than August 31, 2020.

Once THA has received the revised proposal, we would like to host a meeting with all partners. This meeting will serve as a project kick off meeting to ensure everyone is clear on their roles and responsibilities moving forward.

After the kick-off meeting, key project staff will develop a reoccurring meeting schedule in which to track project planning and development. The goal of this group will be to ensure everything is in place for a January 2021 launch.



**TACOMA HOUSING AUTHORITY**

**CLIENT SUPPORT  
& EMPOWERMENT**



# TACOMA HOUSING AUTHORITY

**DATE:** September 8, 2020

**TO:** THA Board of Commissioners

**FROM:** Cacey Hanauer  
Director of Client Support & Empowerment

**RE:** Client Support & Empowerment Department Monthly Board Report

## 1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

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

## 2. DIRECTOR'S COMMENT

July, like each month before, was another busy month for Client Support and Empowerment (CSE). As can be seen from the program updates below, staff continue to shine amidst very challenging times. The CSE team continues to gel, working to keep morale high and teamwork at the center of our efforts. This team is one THA can be very proud of.

Arlington Drive Youth Campus remains a preoccupation as the first fiscal year of operations rounded out in July. The YMCA and Community Youth Services, and subsequently THA, successfully spent 96% of the allotted funds for the first year, showing astute budgeting and budget management from all three organizations. The remaining 4% of funds will be shifted to the second fiscal year, meaning not a penny will be lost or wasted.

The Accelerator YMCA also changed their name, to help the community better understand their function within the community and the YMCA of Greater Seattle. What was known as Accelerator is now "The Y Social Impact Center". The Y Social Impact Center is in the process of hiring a full staff team, including day, overnight, weekend and swing-shift case managers. They will have an update on their progress in the August report, and are confident they'll be able to effectively help to house and serve young adults with THA's new expedited completion date of the apartments.

Community Youth Services has worked incredibly hard to effectively and safely serve some of Pierce County's most vulnerable young people amidst the COVID pandemic. They remain fully staffed, have been able to keep young people safe and healthy, and continue providing exceptional services. THA is very lucky to have both agencies on board as partners at Arlington Drive.

The CSE department, in collaboration with Human Resources and Finance of course, has decided to hire a Project Manager to help with the department's strategic planning, funding sustainability plan and streamlining staff support and expectations. This position will post in August.

### **3. PROGRAM UPDATES**

#### **3.1 Staffing Updates**

As Kye Hillig transitioned to a supervisory role, CSE realized that two folks are needed to support the senior and disabled buildings. On that note, CSE is happy to announce that two new caseworkers have been hired to support those buildings! Sukara Grandberry and Sylvia Cepriano will start in August.

Sukara will support G St, Ludwig, Fawcett Ave, and Wright Ave buildings. She comes to THA from Lorene's Place II where she provided case management, working with individuals and families to provide advocacy and resources. Sukara has extensive experience working with people within the Foster Care System who are struggling with disabilities, substance abuse, and mental health challenges. She has taken a multigenerational approach to how she provides supportive services with a focus on stabilizing housing.

Sylvia will support 6th Ave, EB Wilson, and K Street buildings. She comes to THA from Catholic Community Services where she provided case management, working with families needing support and resources around mental health struggles. She worked to provide clients with resources and advocacy while often engaging in crisis intervention and skill building to ensure individuals and families could be successful in their goals. Sylvia has over fifteen years of experience in Social Services, over which time she's worked to house Veterans experiencing homelessness, as an Adult Protective Services Investigator, and as a Case Worker for a clean and sober program.

### 3.2 General Case Management Updates

CSE staff continue to support clients navigate through the COVID-19 crisis. Caseworkers are working with clients to complete their Family Self-Sufficiency goals, connect them with resources to meet their individual and family's needs. Residents have expressed concern about juggling distance learning, childcare, and employment in the fall. CSE's Program Specialist Family Engagement, Marty Higgins, continues to work with Foundation for Tacoma Student and Tacoma Public School to track and problem-solve this very difficult puzzle.

In July, staff provided almost 600 hours of direct service hours for our clients and offered over 1,000 resource connections.

Resource	Number of Referrals in July
Behavioral Health	1
Child Care	3
Credit Counseling	9
Domestic Violence	2
Employment Assistance	10
Legal Assistance	1
Nutrition Assistance	990
Rental Assistance	34
Summer Camp	42
Utility Assistance	5
<b>Total</b>	<b>1,097</b>

### 3.3 Family Programs

#### 3.3.1 Summer Lunch Programs

In July, the Family Engagement Specialist, Marty Higgins, continued coordination for lunch delivery at Salishan, Bergerson Terrace and Bay Terrace. On average, St. Leo's provided thirty lunches daily during the week at the three properties. St. Leo's provided approximately 1400 lunches to three of the family properties before they were forced to stop deliveries. Unfortunately, an employee at St. Leo's tested positive for COVID-19 the last week of July. St. Leo's notified THA that they would be unable to continue deliveries for at least two weeks. As a result, Marty reached out to Tacoma Public Schools (TPS) to see if TPS would be able to provide lunches for the three properties. TPS agreed to provide 70 lunches each day for distribution at the three family properties. When the initial 70 lunches were clearly not enough to meet the need, TPS

doubled the lunch donation. Marty has been picking up these lunches and delivering them to the properties. It is unclear currently when St. Leo's will be able to resume their deliveries.

### **3.3.2 Tacoma Farmers Market**

In July, Tacoma Farmers Market began their weekly Farmers Market at Bay Terrace. Residents were offered free boxes of produce and a protein box which included eggs and cheese. Unfortunately, like St. Leo's they have had to pause delivery for a couple weeks as their driver is currently in self-isolation due to possible exposure.

### **3.3.3 Summer Camp**

As a result of COVID-19, summer activities for youth have been greatly reduced throughout the state and country. CSE worked with its funders to provide scholarships for THA families to participate in Metro Parks Summer Camps. These summer camps are a partnership between Metro Parks and the Boys and Girls Club. CSE caseworkers and the Family Engagement Specialist enrolled 42 kids between the ages of 6-12 to participate in camps at First Creek and Gray Middle Schools. These 42 kids are children whose households are participating in the Children's Saving Account and Whole Family Services programs. The kids report that they were having so much fun they wish camps happened seven days a week rather than Monday thru Friday.

### **3.3.4 Educational Activities**

The Tacoma Public Library is at Salishan providing Book Rich Environment (BRE) books in support of the library's summer reading programs. First 5 Fundamentals and THA are providing outreach in support of the First 5 Fundamentals' Move to Learn program, to provide learning activities that can be done using everyday household items. KBTC and Greentrike continue to provide educational activity packets. KBTC was joined by the Pierce County Conservation District, which handed out Eco-activity packets during lunches the third week of July.

### **3.3.5 Two Generational Programming**

In July, CSE made its first hire for the new Education Project pilot supporting incentive-based 2-Generation work, funded by \$800,000 Ballmer Group grant. CSE is excited to announce that the position was filled internally by CSE caseworker Byron Williams. Byron was hired as a Program Supervisor, and he will begin to help CSE Program Manager, Caroline Cabellon, build out the

project and line up strategic partnerships, before hiring two new Case Workers to work alongside the first cohort of families.

CSE could not be more excited to launch this new project with Byron at the helm. Byron came to THA in May 2019 from the YMCA of Pierce and Kitsap Counties, where he served in multiple positions, including as a Family Engagement Director, and Program Director overseeing the RAM Center at Roosevelt Elementary. Byron is well known in the community for his work embodying the Tacoma Whole Child Initiative, a community-school partnership designed to help school outcomes not only through academic achievement, but through social and emotional skills inside and outside of the classroom.

Byron's promotion leaves a vacant caseworker position. CSE will post and hire his replacement in August.

### **3.3.6 Whole Family Services Eligibility Expansion**

In partnership with the City of Tacoma's Neighborhood and Community Services division, CSE received approval on a contract modification in July for its Homelessness & Housing Stability contract, internally this is the Whole Family Services. This modification allows greater flexibility in the definition of housing instability during the era of COVID-19. Previously, only families with children enrolled in Tacoma Public Schools with a lease violation notice, or those entering THA housing directly from homelessness, were considered eligible for Whole Family Services case management under the City contract. This case management came with additional behavioral health supports from HopeSparks and educational supports from THA's Family-School Engagement Specialist. Due to feedback from families, CSE Case Workers advocated for any family with school-aged children, not just those enrolled in TPS, to receive these additional supports due to the stress of the pandemic. TPS and the City both agreed to this request. Additionally, CSE staff recommended loosening the definition of housing instability to include those families earning 50% or less of AMI, families with food insecurity, behavioral health, domestic violence or substance use needs. CSE is grateful that its partners at the City of Tacoma, Tacoma Public Schools and HopeSparks worked together to honor the requests of families directly and adversely affected by the pandemic.

## 4. GENERAL UPDATES

### 4.1 Mask Distribution

Martha Matthias was able to secure a donation of 12,500 reusable masks from Pierce County Emergency Management. Martha worked alongside the Executive and Admin teams to distribute these masks to the THA community. Masks were distributed in clear bags that were placed on resident's doors. In the bags, THA included a flyer about the importance of wearing masks, a COVID-19 flyer from the health department, and information about the importance of completing the census. Each tenant in THA's Senior and Disabled Buildings, New Look, International Place and Salishan Gardens received masks. Bags were delivered to the key holders in the seven Senior and Disabled Buildings and property managers at the family properties as well as New Look, Outrigger, Highland Crest and Prairie Oaks. Two masks per unit were delivered to the two KOZ buildings where many of THA's College Housing Assistance Program (CHAP) participants reside. Salishan Association is coordinating masks delivery for THA residents and homeowners in Salishan. Preparations continue to provide the three masks per Housing Opportunity Program (HOP), Housing Choice Voucher (HCV) and remaining CHAP households, masks via United States Postal Service (USPS).

### 4.2 Community Wellness

THA residents continue to receive food drop-off from its wonderful partners at BASH, Tacoma Farmers Market, and St. Leo's. In July, 384 residents received food assistance of some type.

Service Provider	Number of connections/Deliveries
BASH	287
St. Leo's*	652
Farmers Market	51
<b>Total</b>	<b>990</b>

\*St. Leo's continued to deliver food to the Senior and Disabled Buildings. For the first two weeks of August St. Leo's has suspended delivery and is using this opportunity to reset and review their processes.





**TACOMA HOUSING AUTHORITY**

**RENTAL ASSISTANCE**



# TACOMA HOUSING AUTHORITY

**DATE:** September 8, 2020

**TO:** THA Board of Commissioners

**FROM:** Julie LaRocque  
Director of Rental Assistance

**RE:** Department Monthly Board Report

## 1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

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

## 2. DIRECTOR'S COMMENT

The Rental Assistance (RA) department continues to adapt to everchanging rules and new ways of working. Below we have added a list of some of the big changes we have made to streamline the day to day work necessary to provide assistance to our clients. Face to face interactions with clients and unit inspections continue to be the most interrupted aspects of our work. Based on meetings with other regional Housing Authorities, it is clear we will all be working without face to face interactions for months to come. The use of technology and the Housing and Urban Development (HUD) extension of the waiver period for conducting overdue inspections really helps. We are preparing to tackle reopening when it is safe to do so.

Our Special Programs team has been busy maintaining strong relationships with our partners and processing referrals for Mainstream and Family Unification Program (FUP). Initial unit inspections seem to be increasing and the department continues to issue vouchers and house clients. We've kept our landlord partners informed as our processes have adjusted in response to Governor Inslee's Proclamations.

The Leasing Team has conducted nearly 100 interviews with households on our transfer waitlist in preparation to move families to The Rise at 19<sup>th</sup> or explore the option of using a voucher. Reducing the number of households on our transfer waitlist will help us serve more families.

Even during a pandemic, work continues. The State Auditor's Office (SAO) has announced our annual audit. Rental Assistance is working with the SAO to perform the audit electronically rather than having them come to the office. As of the writing of this report, it seems like it will work. Rental Assistance has also filled two vacant Office Assistant positions in the last month. It's a hard time to start a new position but staff are working through it.

We continue to embrace and adopt new technologies. The section below details the technology projects currently underway. These projects aim to make working remotely as seamless as possible for staff, streamline operations and processes to reduce waste and provide better customer service to our clients and landlords.

### **3. RENTAL ASSISTANCE DEPARTMENT REPORTS**

#### **3.1 Covid-19 Operations: New Technology Project Updates**

While working from home, staff have reacted nimbly to an onslaught of policy and operational changes due to the Coronavirus. The changes we are implementing respond to the needs of our clients, landlords, and operations and ensure our compliance with new rules enacted by the State of Washington and HUD. Over the next few months, we will report the status of the following projects:

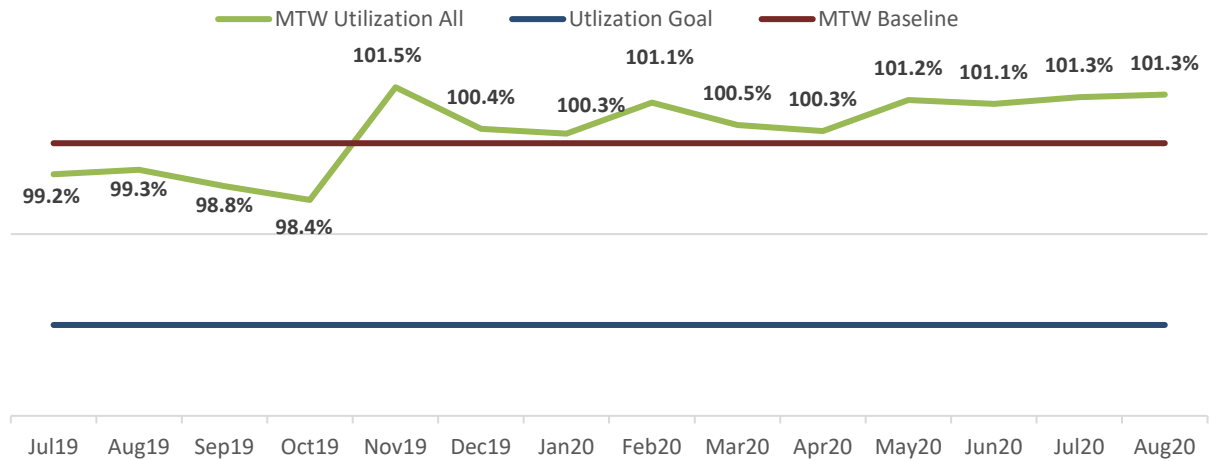
- **Online Client Reviews:** Our Housing Opportunity Program (HOP) subsidy is the only voucher program where participants can complete their review process entirely online. We have started to transition the Housing Choice Voucher (HCV) review process online.
- **Online Briefings:** During the early days of the pandemic, staff conducted briefings via ZOOM and conference call. The management team developed an online briefing tool to allow customers to complete briefings on their own schedule. This will save a huge amount of staff time. Currently we have completed the briefing for the HCV program. We hope to have online briefings available for HOP, College Housing Assistance Program (CHAP) & Children's Housing Opportunity Program (CHOP) by the end of August. We've heard from Policy, Innovation and Evaluation (PIE) that our postsecondary partners would benefit from this.
- **Paperless Conversion:** Paper processes that require signatures throughout the department will convert to DocuSign. For example, Leasing is beginning to convert the waitlist pull packets to DocuSign. As of August, the department will no longer update paper files. In addition, the department has moved electronic file storage to Sharefile so that all files can be accessed and moved securely. This has helped decrease the traditional paper shuffle and has increased response and processing times.
- **Opendoor / Outlook Integration:** Integrating Opendoor with Outlook will improve email communications with our customers and eliminate the need to add detailed account notes. This will improve customer service allowing us to document all email correspondence in Opendoor. This will also help one staff member pick up where another one left off with the ability to see the communication log. Our testing team conducted a successful trial period of this feature. Members of that team are planning a department-wide training while IT works on rolling this out for everyone in the department.

#### **3.2 Overall Utilization**

The overall Housing Choice Voucher utilization is reported at 101.3% as of August 1, 2020. THA receives a report on utilization quarterly for Rapid Rehousing (RRH) and Property Based Subsidies (PBS). Therefore, averages are used to forecast utilization to the current date for these specific

programs. As new information is reported for both RRH and PBS, this utilization report is updated accordingly.

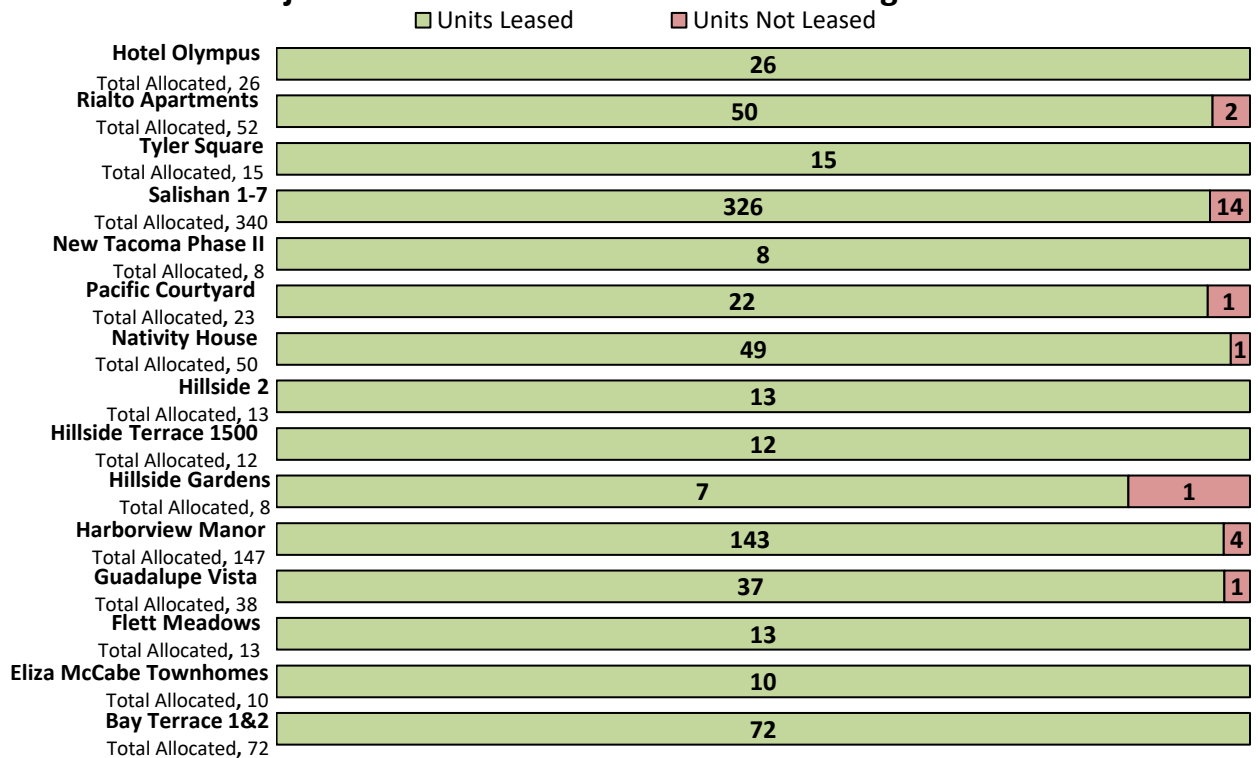
### Overall MTW Utilization as of August 1, 2020



### 3.3 Project Based Vouchers

THA continues to have strong utilization with project-based vouchers. Harborview Manor has had more turnover than normal over the past few months, and while there are still four (4) units vacant there is continued movement from Rental Assistance staff to fill units as they are available. As of the Board meeting, there are only two (2) vacancies at this property.

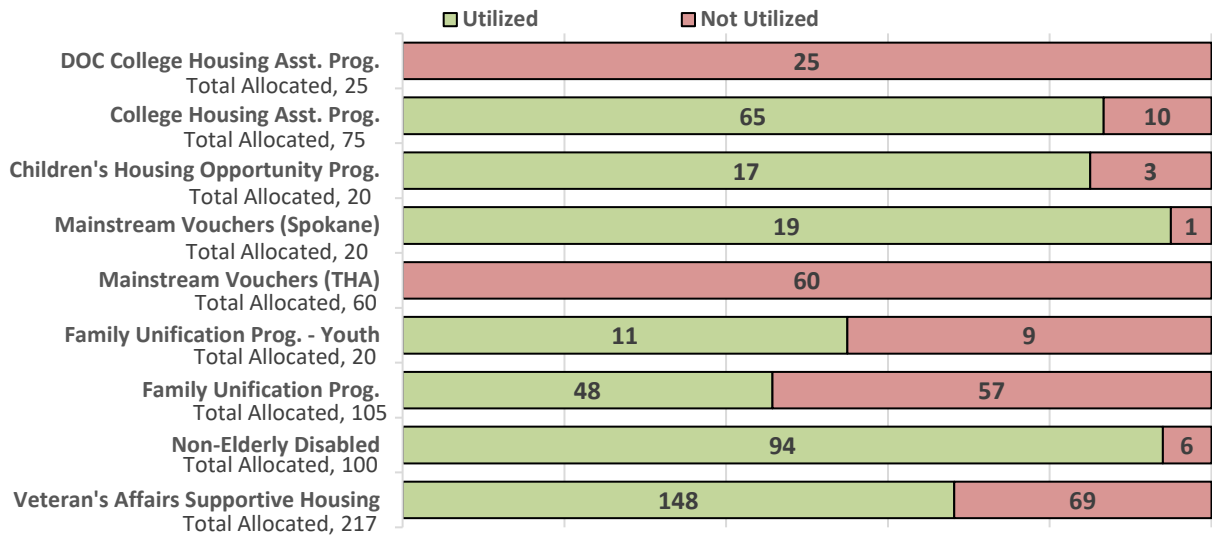
### Project Based Voucher Utilization as of August 2020



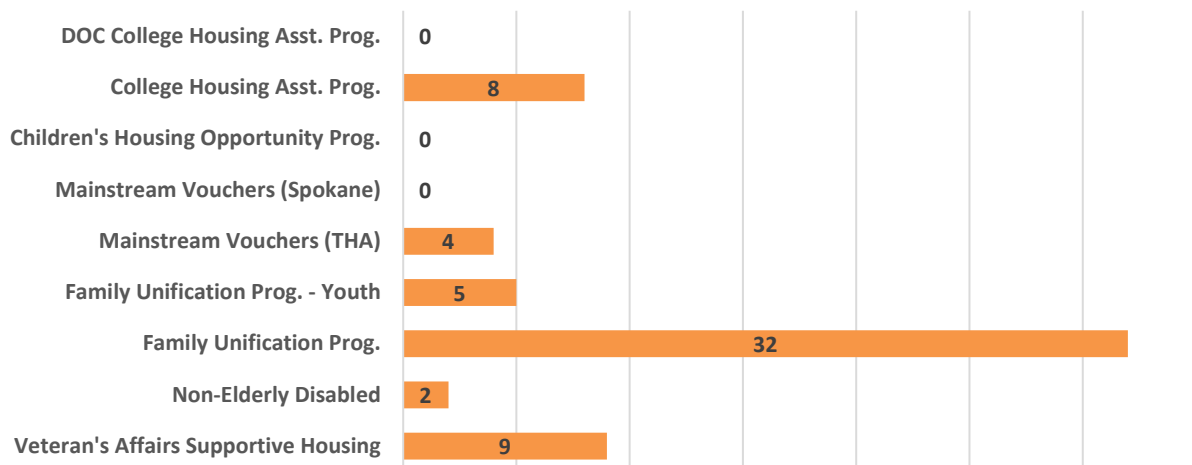
### 3.4 Special Programs & Property Based Subsidies

Below is a breakdown of the utilization of THA's special programs. The chart below has been updated to include shoppers for each program. The Department of Corrections (DOC) program with Tacoma Community College (TCC) continues to hold 25 vouchers for use. This program is still under development and vouchers have not been utilized. Please refer to periodic updates from PIE for the status of this program's development. It is anticipated that that program will launch at the beginning of 2021.

### Special Program Utilization as of August 2020



### Special Program Shoppers as of August 2020



It continues to be busy for Rental Assistance's Special Programs team. THA and the Veteran's Affairs (VA) are in the final stages of a draft MOU related to the conversion of the vouchers at the Rise at 19<sup>th</sup>, services offered on-site at the property, and specific unit designation.

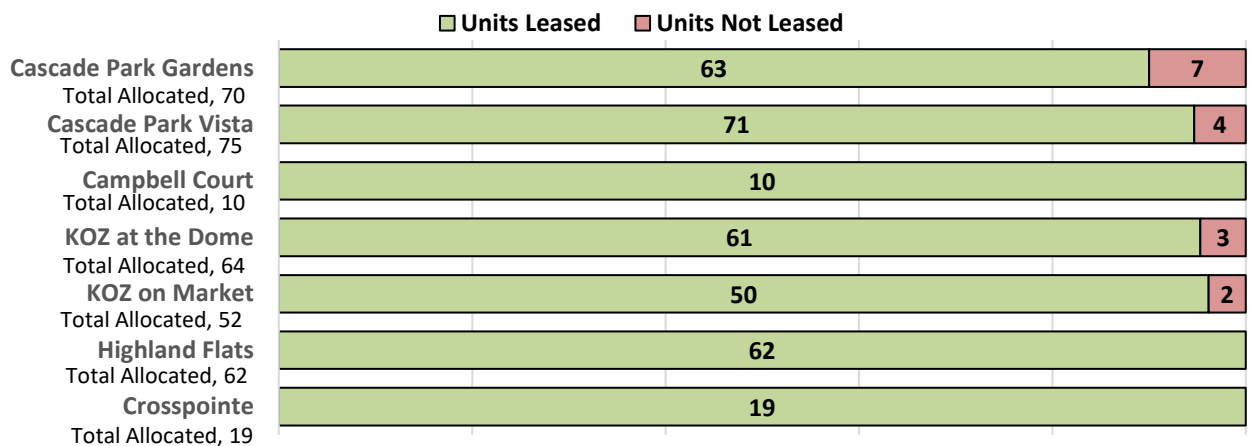
The CHAP program shows ten (10) shoppers. As of the Board meeting, there are only eight (8) shoppers, with all participants actively looking for a unit to rent. This program continues to be close to full utilization.

Rental Assistance staff have issued close to fifty (50) Family Unification Program (FUP) vouchers to both existing and new program participants across both FUP and Family Unification Program Youth (FUPY). The Special Programs team continue to do an outstanding job processing the referrals from Department of Children Youth and Families (DCYF) and Pierce County Alliance (PCA) and issuing vouchers to participants quickly. Communication with DCYF and PCA remains strong. A quarterly

meeting was held at the end of July, where it was agreed upon that issuance of available vouchers is going well. All parties anticipate all FUP and FUPY vouchers to be close to or at full utilization by November 1, 2020.

THA started to accept referrals for the award of 60 Mainstream Non-Elderly Disabled (NED) vouchers in early June. We have received and are processing ten (10) referrals from the Department of Social and Health Services (DSHS). In response to the lack of referrals from Pierce County, THA staff had a meeting with representatives from Pierce County in late July to express concerns about this and to stress the importance of utilizing these vouchers. We are confident that we will receive at least five (5) referrals in the month of August, and that delays in referrals will not occur going forward.

### Property Based Subsidy Utilization as of August 2020



THA has partnerships with four Property Based Subsidy owners representing more than 350 units across seven properties.

We continue to work with Highland Flats and Crosspointe Apartments regarding their compliance issues. We sent our Final Audit Findings letter to Highland Flats. We anticipate proceeding with corrective action by August. This will include but will not be limited to recouping subsidies paid for ineligible households. We are preparing to send the 100% audit findings to Crosspointe and Koz on Market. We will follow the same process as Highland Flats, allowing the owner to cure any findings, conducting a final review, and taking corrective action if necessary.

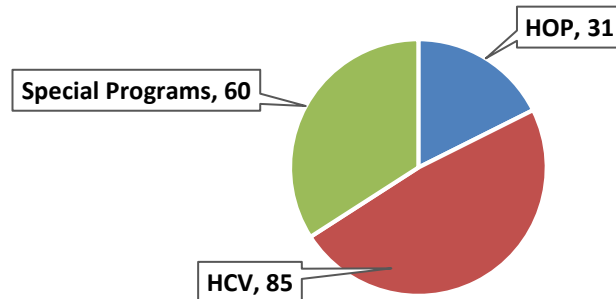
Cascade Park Gardens and Vista staff have been HQS certified and will conduct their own inspections at turnover. Our inspectors will conduct audits to ensure compliance.

### 3.5 Shoppers Report

The chart provided below shows a breakdown of the number of current shoppers by program. A shopper is a client who has a voucher and is looking for a unit. Clients may or may not be housed during this process. The shoppers in the chart below include clients new to the program from the waiting list and clients moving from one unit to another.

As of August 2020, there are 176 total clients shopping, down from 191 the previous month. These numbers should increase with the addition of the new Mainstream, FUP, and VASH vouchers.

### Current Number of Shoppers as of August 2020



### 3.6 Leasing & Waitlist Management

There are 1,900 households on THA's Consolidated Waitlist. THA is not currently offering HOP vouchers to households on the waitlist (see our utilization numbers in section 3.2). Leasing continues to pull households to fill vacancies within THA's portfolio, but turnover has slowed during the pandemic.

THA's transfer waitlist is populated with clients that are currently occupying an unsuitable unit either because of their needs or due to occupancy standard differences. This month, Leasing finished the process of interviewing nearly 100 eligible households on the transfer waitlist to find suitable candidates for the lease-up at The Rise. The team referred 45 households for the Rise lease-up and another 50 households have expressed interest in utilizing an HCV subsidy. Next month, we'll report on the number of transfer waitlist households shopping with a voucher.

Ultimately, our goal is to refer eligible households to the Rise or issue vouchers to reduce the number of households on the transfer waitlist and house more people in the portfolio.

### 3.7 Landlord Engagement & Renter's Readiness

We have received good feedback from landlords, about our communication efforts during the moratorium. We continue to communicate with them on a monthly basis to ensure they are aware of any changes to THA's processes. Landlords are not happy about the eviction and rent increase moratorium but are glad they continue to receive prompt payments from THA. It's a mixed bag when you ask landlords about their delinquent rents. Some are having very few problems and others are having many. THA has shared information from HUD about voucher holder paying their portion of the rent. Anecdotal information shows more non-subsidized clients are not paying. The landlords that engage their clients and refer them to services are making progress with rent payments.

Renters Readiness Certification is going strong, more households are attending the class now that it is held online. Tacoma Public Utilities (TPU) is finalizing an agreement with Sound Outreach, to offer low income attendees that qualify a credit on their TPU bill upon completion of all 3 classes.





**TACOMA HOUSING AUTHORITY**

**PROPERTY MANAGEMENT**



# TACOMA HOUSING AUTHORITY

**Date:** September 8, 2020

**To:** THA Board of Commissioners

**From:** Frankie Johnson  
Director of Property Management

**Re:** Property Management Monthly Board Report

## 1. STRATEGIC OBJECTIVE

Tacoma Housing Authority (THA) will manage its properties so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people are happy to live.

## 2. DIRECTOR'S COMMENTS

With several months of pandemic management behind us now and uncertainty ahead, the PM team has been adjusting as each change requires. Three examples of this are: 1) our response to the financial impact on our tenants, 2) the physical impact of our staff, and 3) the safety preparation required to provide the safest workplace possible.

Property management processed 263 hardship requests from April thru July. More than 98% of those were in the family communities. Providing this relief, allowed tenants to focus on other impacts, without the worry of how they would pay their rent.

Prior to July, much of our knowledge and experience has come from news reports of Covid cases across the nation. But, in July, Covid hit THA. Our first confirmed employee case was reported this month, as well as 5 other possible exposures. The positive case is still awaiting negative test results a month later. But we are pleased to report that the other 5 cases all tested negative and have returned to work.

Now that Covid has hit so close to home, the reality of the risks is personal, but we have been planning. The maintenance team has installed sanitation stations at each of our hubs, 902, Bay Terrace, Bergerson and Salishan. These stations consist of hand sanitizer, masks, wipes and a thermal thermometer, used by the Site Supervisors upon entry. Along with these stations, floor decals, and QR readers have been installed. The decals are to direct traffic once you enter and the QR readers are a prerequisite of entry that directs each person to health check, to be conducted at entry and exit.

We continue to call ahead for work orders to verify whether there has been illness in the household that would relate to Covid-19 or symptoms that may suggest exposure. Staff

evaluate information and determine whether unit entry is safe, using personal protective equipment (PPE).

The news of the Arlington Apartments opening as early as mid-September has shifted leasing plans ahead a bit. THA and the Y Social Impact Center staff are working on finalizing staff selections, strategies for lease up and general procedures for working with clients that may need assistance with providing basic information required to lease, some for the first time.

It is anticipated that the support team of case managers will be working ahead with clients to ensure documents like ID and Social Security cards are available at the time of lease up. There will be more information provided on this in the August report.

The Diversity, Equity and Inclusion (EDI) project launched with 28 participants. Initially, we expected there to be 1-2 volunteers from each department. We were surprisingly overwhelmed by 28 volunteers! The committee is diverse in many ways, from tenure, to race, sex and orientation. Progress updates will be provided from Client Support and Empowerment (CSE) and Property Management (PM) as we peel back the layers of this challenging project and work to change Tacoma Housing Authority (THA) first.

The PM team has been working on restructure for several months and we are finally ready to roll it out.

Compliance is critical for us in many ways. Our compliance with policies, tax credit requirements, our lease and regulations for contract management, just name a few. Because this area is so important, we have moved the oversight outlined above, as well as training to our Operations Manager, Cheryl Kehoe. Cheryl's role will work across the portfolio on monitoring compliance in these areas and identifying training needs for staff.

In this report, PM has provided three new charts. The first on page 5, is a record of on-time tenant rent payments received in the month of July. Despite the financial impacts of Covid, over 81% of the portfolio paid rent on time, with the Senior/Disabled properties reaching 93%. This chart also shows the number of households in each property.

The second chart is on page 11. It identifies the number of open work orders by property. We have shared that we anticipate this number growing once unit entry is allowed. We will keep providing updates on this information as we move forward.

The third chart on page 12, is a breakdown of the 263 Covid hardship requests processed. We may not need to continue to provide this data. It is helpful to see which communities were impacted most.

Site supervisors were mentioned earlier. The names of the staff in these roles are listed on page 13. We have also provided photos of supplies delivered for each hub.

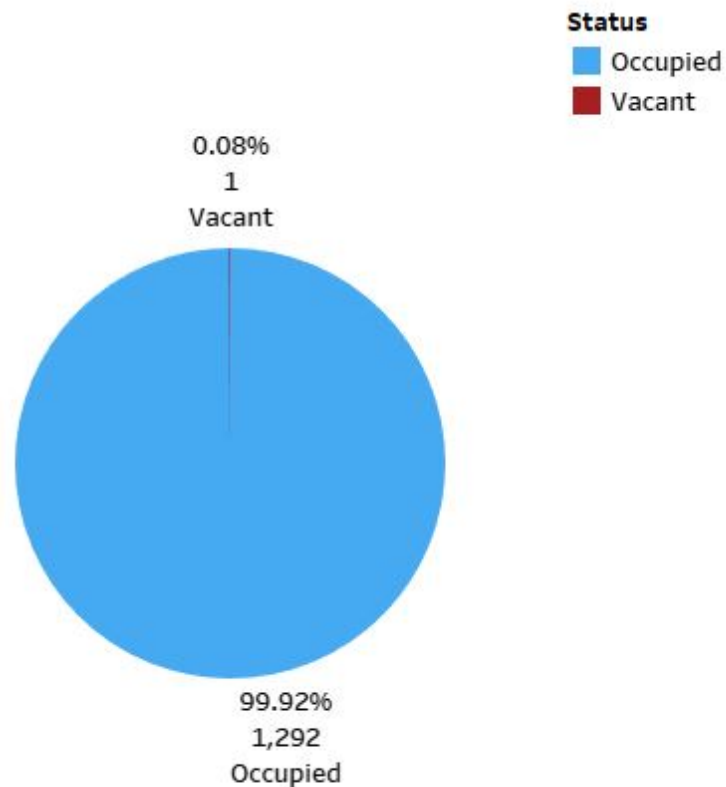
We continue to provide frequent check-ins with staff. We recognize that we are in the middle of two pandemics with Covid and the Black Lives Matter movement. We are listening to staff

and attentive to their needs. PM and Human Resources (HR) continue to provide resources, such as EAP (Employee Assistance Program) for staff needing support outside of the workplace.

PM will keep pushing forward, planning, listening to employees and tenants until we see our way through both dark clouds above.

### 3. OCCUPANCY OVERVIEW

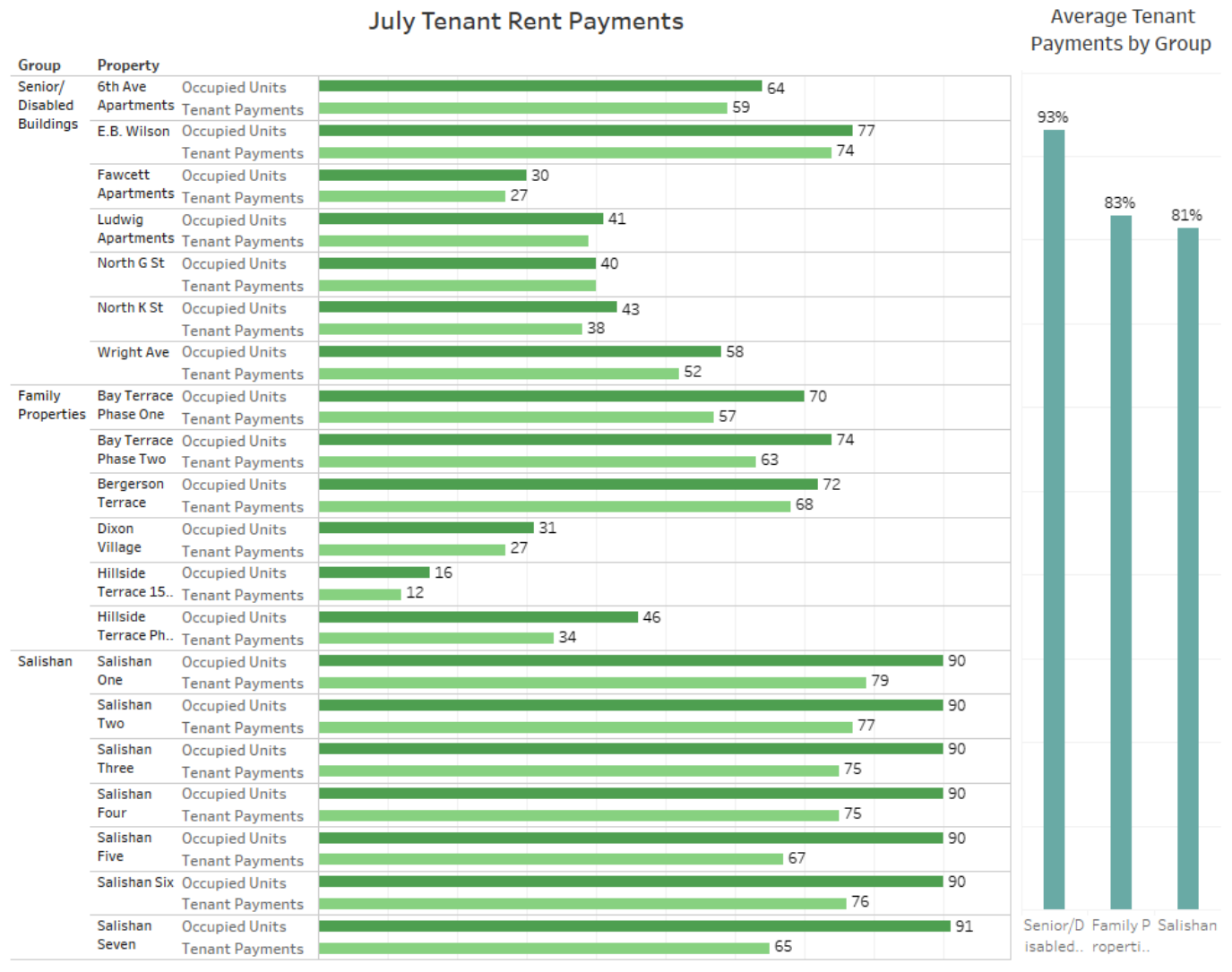
#### 3.1 Occupancy



#### For the month of July

Unit Occupancy is reported as of the first day of the month. The chart above reflects THA's current portfolio for the month of July with an occupancy percentage of 99 %, an average maintained consistently for last 19 months.

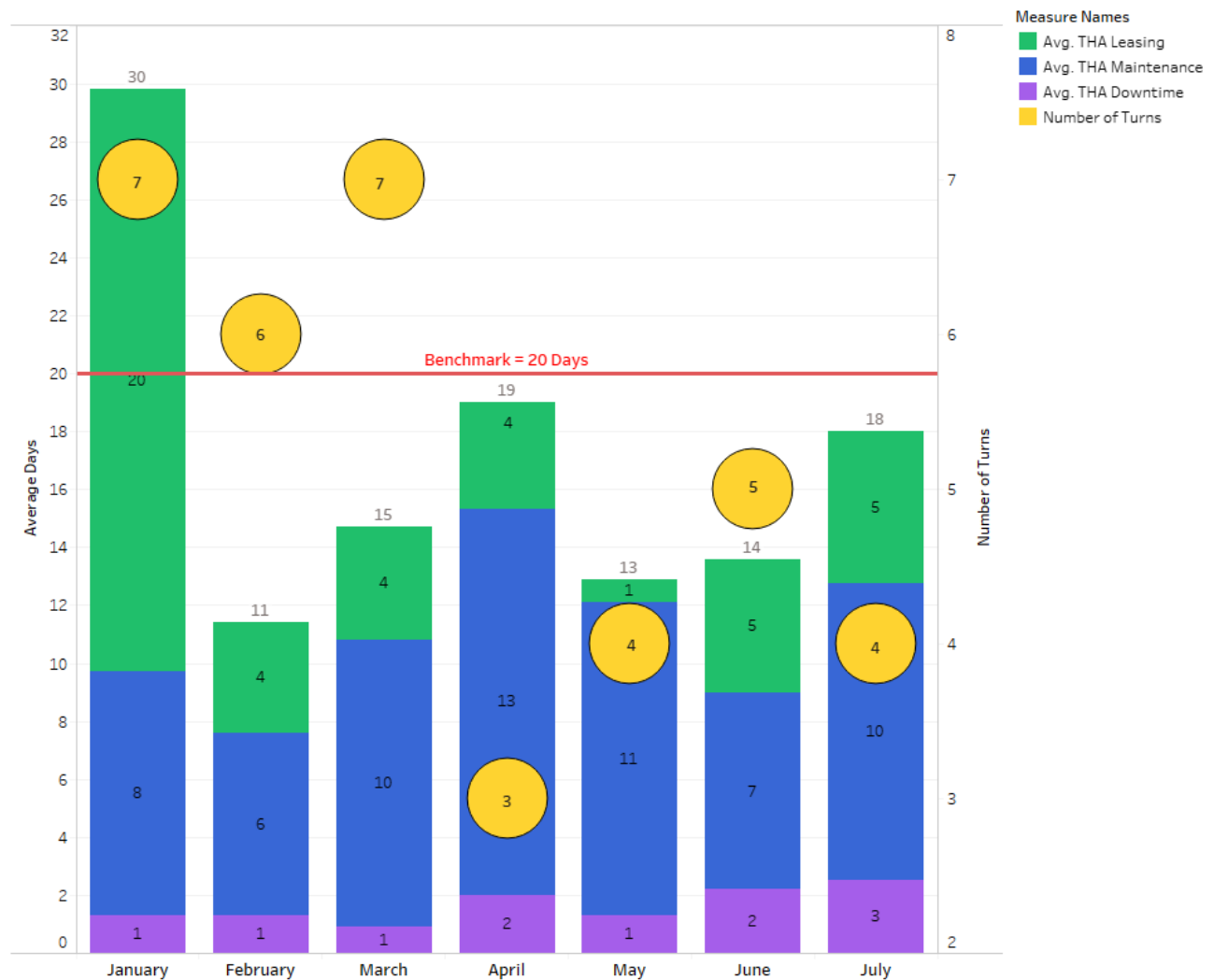
### 3.2 Tenant Rent Payments



Tenant Rent Payments captures the total amount of occupied units in each property compared to the total count of tenant rent payments from “open” tenant ledgers (Active – open and Inactive – Open) and averages the tenant payment percentage by property and group.

### 3.3 Vacant Unit Turn Status

As of month, ending, July 31, 2020

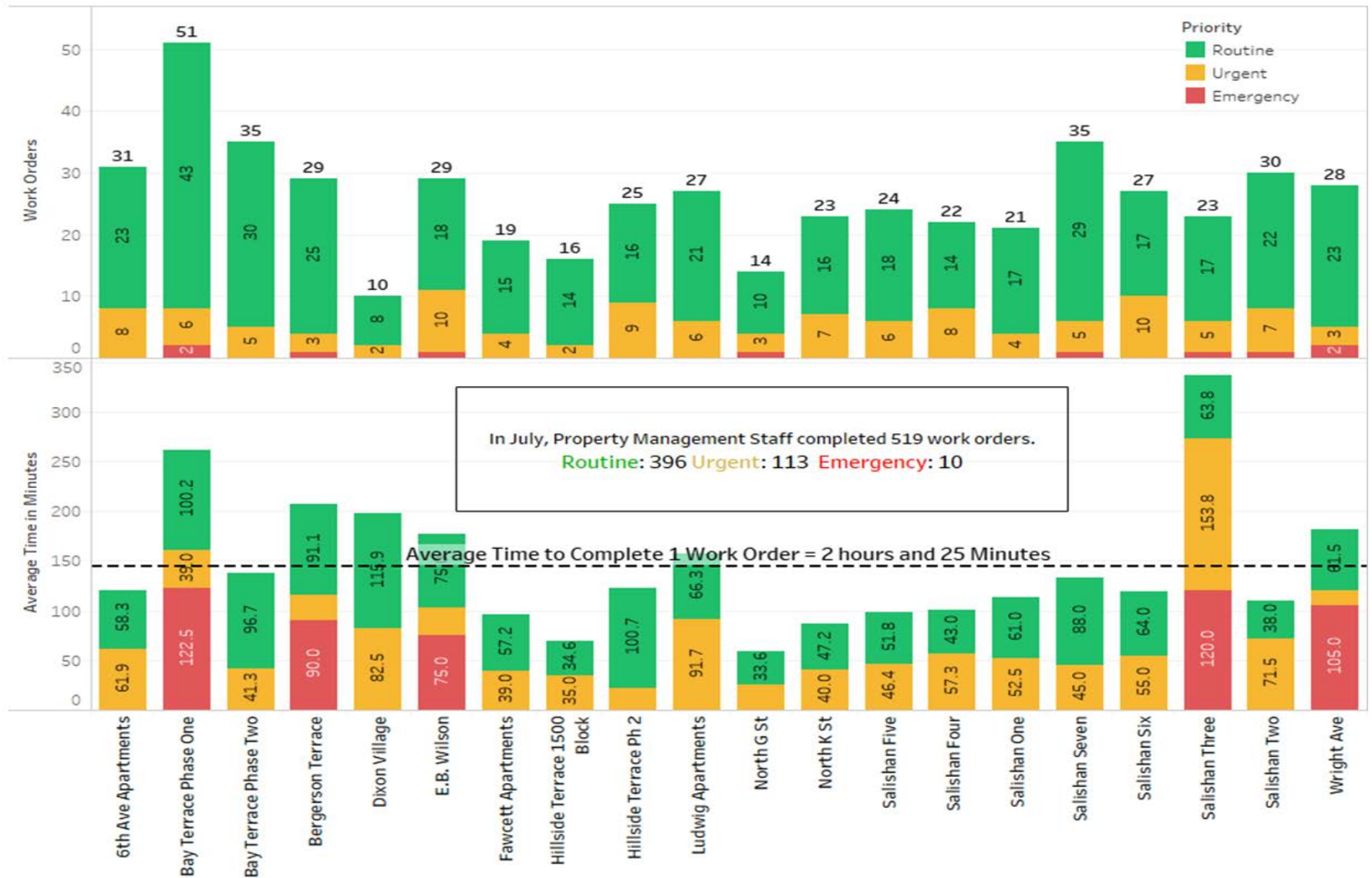


This data reflects the continued collective effort of the Turn and Leasing teams to maintain the total turn day target of 20 days or less. The Turn numbers for the repair and make ready portion of unit turns for July exceeded the goal of 17 days with an average of 10 days.

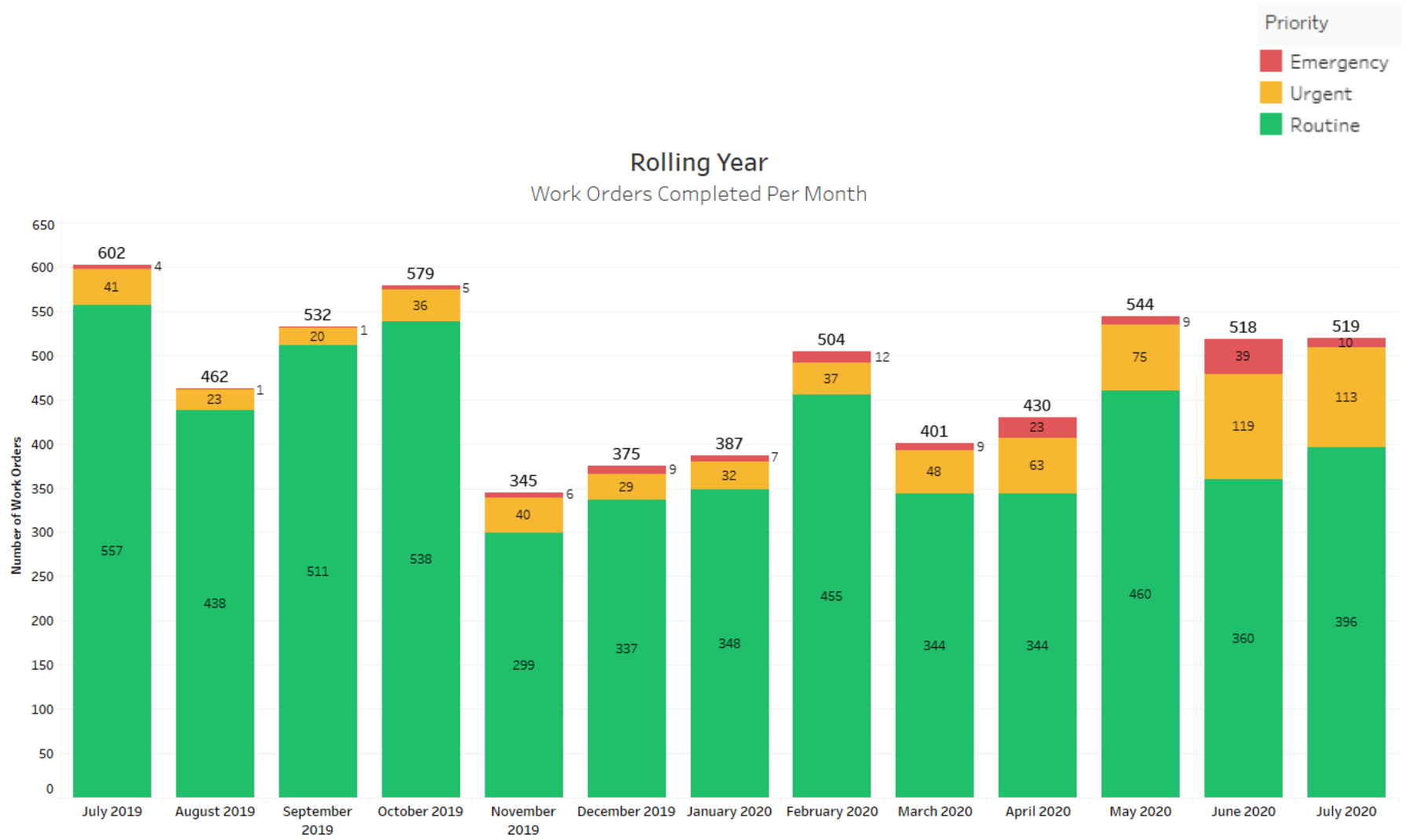
Leasing continued this month on a 5-day leasing average. Despite the challenges of closed offices, teleworking and social distancing, the team worked hard to quickly house families as soon as possible.

For the sixth month in a row, the key-to-key numbers have met the projected goal of 20 days or less, with an average of 15 days over the 6-month period and 17 days over the 7-month calendar year to date period.

### 3.3 Work Orders

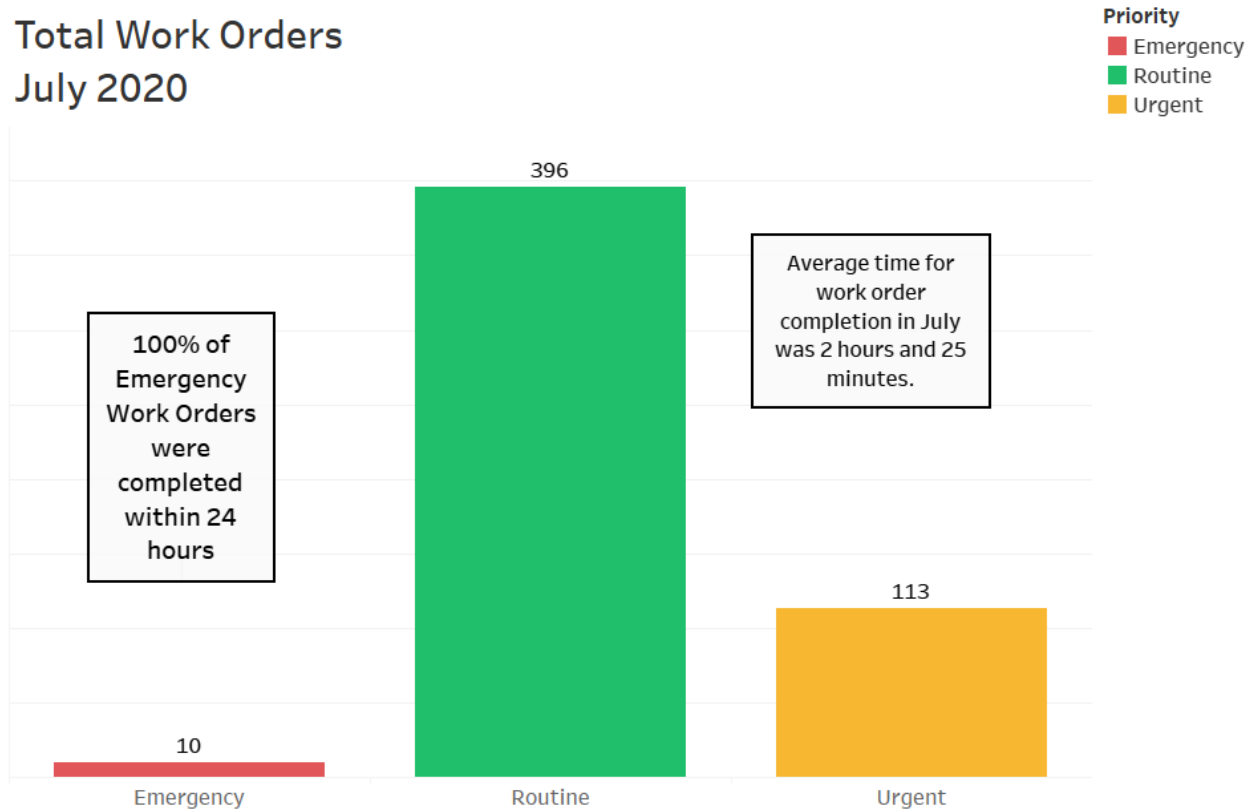


### 3.4 Total Work Orders





## Total Work Orders July 2020



In the month of July, 100% of the 10 emergency work orders were completed within 24 hours and 113 urgent work orders completed within 72 hours. The average work order completion time across the portfolio increased slightly this month from 2 hours and 9 minutes to 2 hours and 25 minutes.

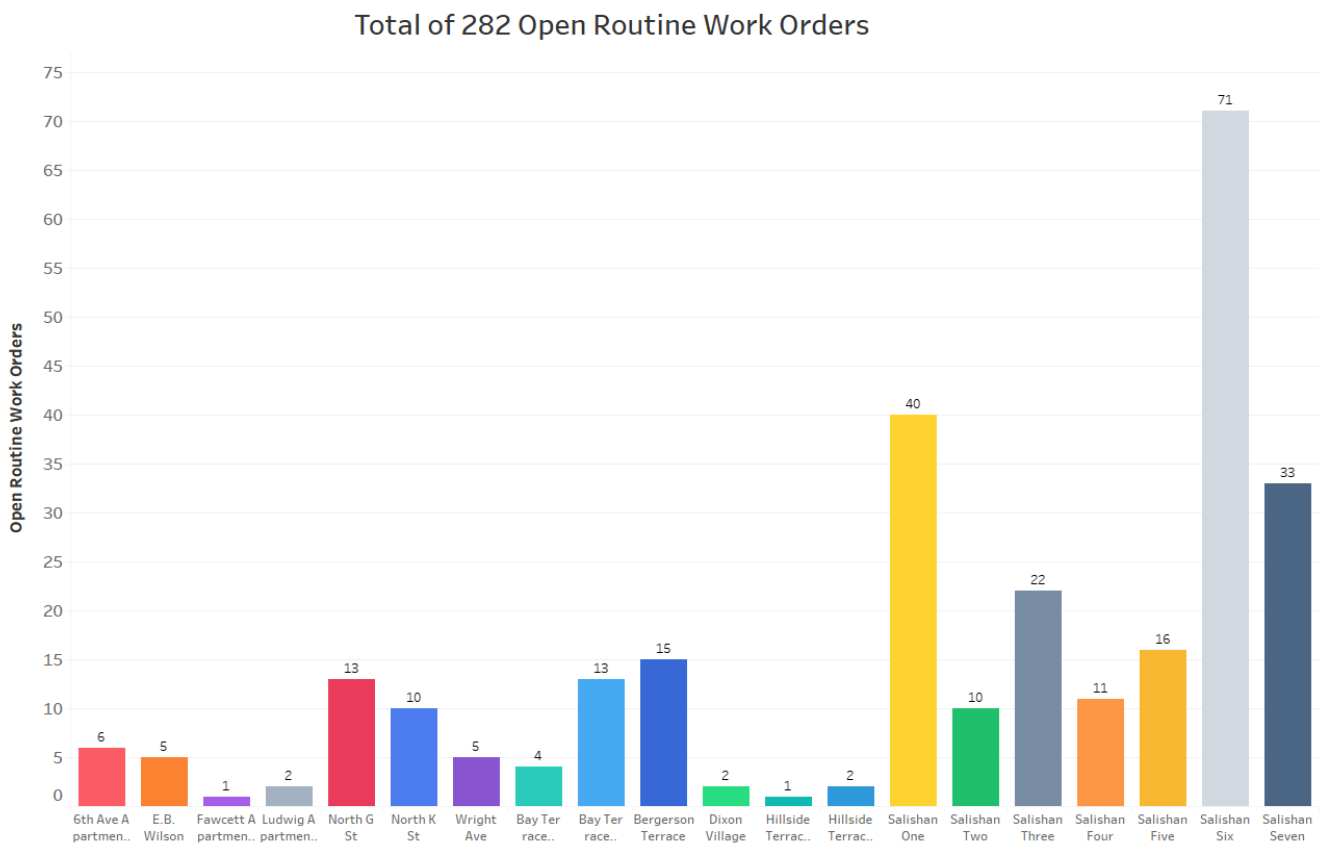
Although we experienced a decrease in the number of emergency work orders this month, from 39 to 10, we see work order time increasing. We believe this is due to recent maintenance staff shortages due to the coronavirus pandemic. PM continues to hold all routine work orders except for units needing emergent and urgent work.

### **Processes that PM has implemented in effort to improve customer service and safety during Coronavirus pandemic are:**

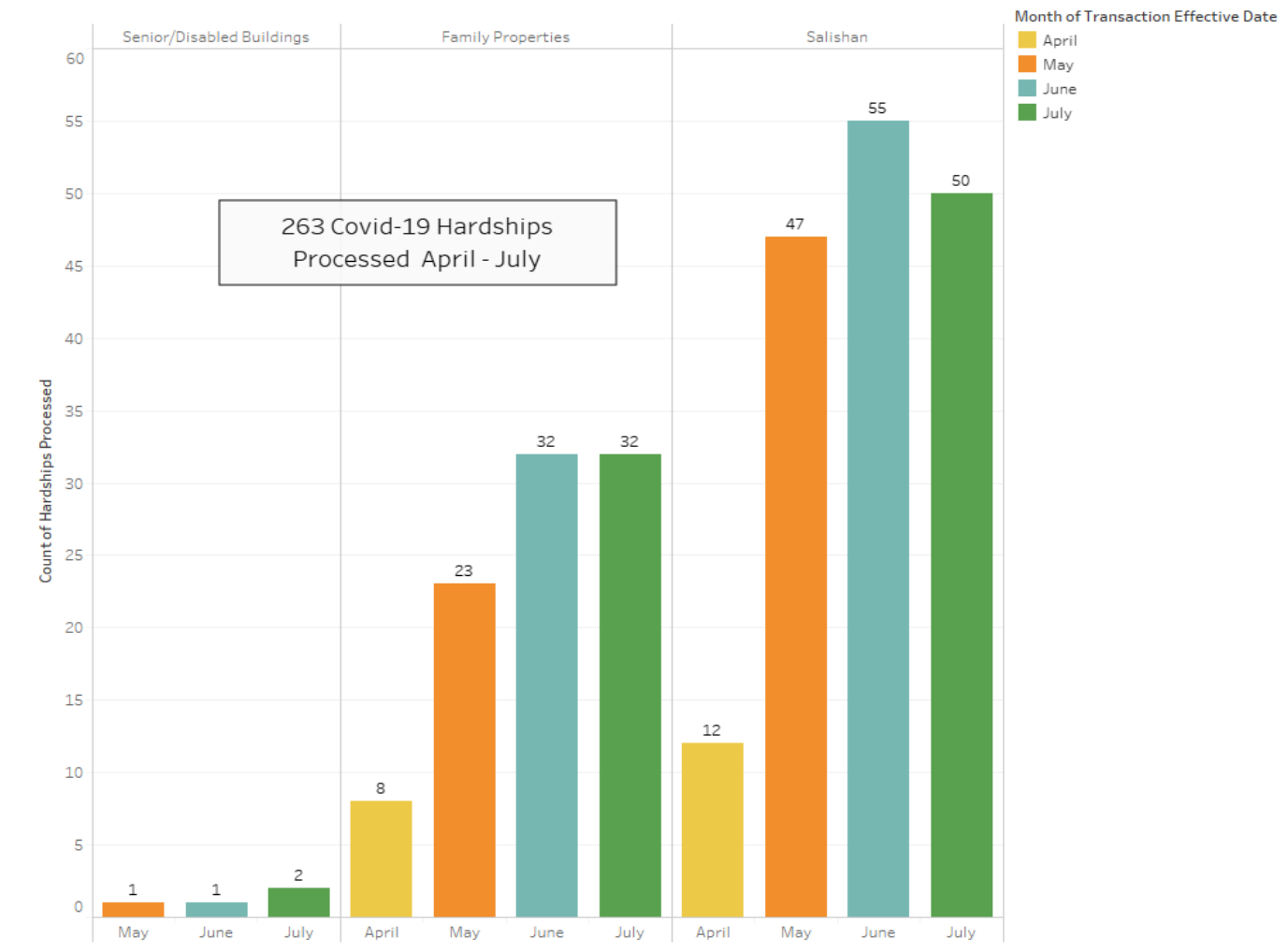
- Prioritize emergency and urgent work orders during the Coronavirus pandemic until the State's Safe Start Plan and THA's Re-opening Stages permit us to continue with other unit routine work orders. Maintenance will assess all routine work order requests to confirm or re-determine priority status;
- Prior to entering any unit, staff will ask appropriate general health questions of the occupant to allow for an assessment of risk and wear appropriate PPE to further limit risk to self and others.

- Communicate any potential delays with procurement due to limits on availability of stock;
- Close work orders within 48 hours of completion; and
- Temporary HOLD on routine work orders until further notice.

The chart below outlines the open work orders that have been submitted to date. We anticipate this number growing exponentially when the hold is lifted.



#### 4. Coronavirus Hardships



#### Coronavirus Site Supervisors for PM Buildings

Coronavirus Site Supervisors have been assigned at each of our hubs. It is their job to make sure staff follow the guidelines for keeping a healthy and clean work environment. When staff enters the office, they must check in with their designated Site Supervisor first. The supervisors are:

► **902**  
Vernetta Johnson

Tiffany Price, Property Manager  
► **Bergerson Terrace**  
Regina Sulton, Property Specialist

► **Bay Terrace**  
► **Family Investment Center**  
Hollie Swanson, Office Assistant

#### 5. PM Maintenance

Maintenance has completed the following work projects this month:

- Installation of COVID-19 signs throughout the portfolio
- Installation of Sanitation Stations at FIC, Bergerson, Bay, & 902
- 902 North and South Stair way paint and new lights
- Prepared 20 buildings at Salishan for paint by cleaning roofs & gutters pressure washed exteriors of Sal 1-3









**TACOMA HOUSING AUTHORITY**

**REAL ESTATE DEVELOPMENT**



# TACOMA HOUSING AUTHORITY

**DATE:** September 8, 2020

**TO:** THA Board of Commissioners

**FROM:** Kathy McCormick  
Director of Real Estate Development

**RE:** Real Estate Development Department Monthly Board Report

## 1. SALISHAN/HOPE VI

### 1.1 Phase II Construction

#### **Area 2A, Community Core Development**

Staff continue to explore options and partnerships to complete the Salishan Core. While Bates is interested in an Eastside presence, they are undertaking several large capital projects at this time. Because their funding is linked to the State, Bates doesn't believe it would be able to raise the capital dollars needed to pay for a building.

### 1.2 Sale of Salishan Lots

Tacoma Housing Authority (THA) received an offer from TAC Build LLC to purchase the 7 lots designated for market rate rental units. TAC Build LLC is owned by Michael Hopkins, local Master of Built Environment (MBE) firm. THA and TAC Build LLC signed a Purchase and Sale Agreement in September 2018 and I am happy to report that we closed on the transaction July 24, 2020! The architect is working on construction drawings in order to submit for permit.

## 2. NEW DEVELOPMENT

### 2.1 The Rise on 19th Redevelopment

#### **Scope**

The redevelopment of 1800 Hillside Terrace will incorporate a single building with 4-stories of affordable housing. The housing units are programmed as follows:

The Rise on 19th			
	1-BR	2-BR	TOTAL
Low Income	24	12	36
Homeless	8	6	14
Disabled	8	6	14
<b>TOTAL</b>	<b>40</b>	<b>24</b>	<b>64</b>

A set-a-side of 20% of the units will serve individuals with disabilities and an additional 20% set-a-side will serve individuals and small families experiencing homelessness.

### **Financing**

The total development cost is currently budgeted at \$22,285,582.

On June 26, 2019, the closing for financing for The Rise was completed.

The agreement with TCRA to use a CDBG grant to fund off-site right-of-way work has been executed. This grant will be with THA and loaned to the Partnership per the THA Master Loan Agreement executed at closing.

### **Construction**


Marpac mobilized beginning July 1, 2019. Overall, the project is 75% complete and tracking slightly early for completion schedule of October 31, 2020. MEP&F rough-in and inspections have been approved and drywall activities are approximately 85% complete. Exterior siding and painting have begun, and both are approximately 97% complete. The roof is installed.

Marpac and all sub-contractors are following the Governor's COVID 19 directive indicating affordable housing construction as an essential business activity. There are approximately 50 workers on site.

### **Social Equity Goals**

Marpac has exceeded their goals for Minority and Women Owned Businesses; however, they have been unable to achieve the Section 3 project goals. Section 3 goals focus on creating jobs for and filling new jobs with extremely low income and underserved persons. Staff is working with Marpac to change this trend, although it is more challenging in this climate as most sub-contractors have teams from prior jobs and construction is slowing down a bit, which means the demand for new employees is not as strong as it was a few years ago.



		
Social Equity Criteria	Project Goal	Bid Results
Section 3 Business Utilization	10%	0%
MWBE Contracting	18%	29.54%
* MWBE percentages includes Marpac as MBE		

### 3. OTHER PROJECTS

#### 3.1 James Center North

##### 3.1.1 Background

THA purchased James Center North (JCN) because it offers a unique opportunity to acquire a property that is attractive to public and private developers. It is positioned to be redeveloped to provide both market rate and affordable rental housing in a mixed-use setting that is adjacent to a transit center and within walking distance of grocery stores, parks and Tacoma Community College (TCC).

##### 3.1.2 Capital Improvements

Minor capital repairs will be completed on an as needed basis to keep the property functioning. The goal to limit the capital investment into the buildings prior to redevelopment is being re-evaluated in light of THA's agreement to keep some of the buildings leased for another five to ten years. Electrical access is being installed to allow food trucks to operate on a semi permanent basis.

##### 3.1.3 Leasing

Although CB Danforth continues to market the available property, COVID has affected leasing prospects. CB Danforth is surveying current tenants at the property to determine if they will have challenges paying rent, plan to seek a loan or funding through CARES and if not, why not. Six (6) tenants are currently delinquent on rent for various amounts. Of those six, four have indicated they have applied for and expect to receive, Covid related rent assistance from state or federal funds. Most businesses at James Center are small retailers, services and restaurants who are adversely impacted by the pandemic. Property management and leasing staff continue to stay in close contact with all tenants and are prepared to work with them for repayment of rent options

Shoebox NW (Jimmy John's) has stated they will cease to attempt sub leasing the property since vacating it prior to Covid closures. They will also cease to

pay rent. This is a lease violation and the tenant is still responsible for rent. Legal action is being initiated.

#### **3.1.4 Predevelopment**

Community outreach associated with the master plan has officially been completed. Ongoing communication with neighbors and businesses in the area is continuing as opportunities arise.

THA is coordinating with TCC to explore master lease options for student housing at JCN. THA expects this exploration to extend through the fall. A formal decision from TCC regarding their participation in the redevelopment of JCN is expected to be made by the end of May 2020. Their consultant, SCION has completed a market analysis to understand the demand for student housing. As part of this analysis, SCION offered some alternative development structures. For example, the TCC Foundation would purchase the land and enter into a turnkey development. The Foundation would own the property, and this would become an income producing asset for the Foundation. This is a new approach and THA staff are reviewing the partnership documents from other Community Colleges who have used this route. Most of these Colleges have been in California or Oregon. TCC issued an RFP for development partners in the July/August timeframe.

THA has completed the design guidelines for this project. Ankrom Moisan (AMA) has drafted façade and site improvement concepts that could be installed on the buildings THA plans to hold for the next five to ten years. These improvements would activate the site and bring more modern touches to the exterior of the building. Staff believe this will help with leasing the remaining vacant spaces. THA is working with AMA to estimate the cost of these improvements.

Enterprise Community Partner staff have been updated with the financial impacts of the Covid pandemic and how it relates to the performance of James Center North. Currently, JCN has adequate revenue to continue paying interest due on the acquisition loan. Enterprise is aware the first principal payment may be affected by current loss of revenue. If THA expects to be unable to sell land and receive adequate revenue prior to the date due in fall of 2021, Enterprise will be notified to explore repayment alternatives.

#### **3.1.5 Operating Performance**

Property cash flow is steady and work orders are minimal. Previously identified capital improvement repair items are being addressed regularly. Repair costs are consistent with feasibility estimates.

### **3.2 New Look (aka Alberta J. Canada) Capital Planning and Resyndication**

Staff has begun the process of decoupling the parking lot from the AJC partnership.

This action is to provide land for a new housing development in the future. AJC has approximately 15 residents that require parking and they will be allocated spaces at the parking lot behind Key Bank.

### **3.3 Arlington Drive Youth Campus**

#### **3.3.1 Crisis Residential Center**

The Crisis Residential Center is complete. Community Youth Services (CYS) took over the building mid-June. THA staff is working with CYS to address their requests for modifications, mostly to address security concerns. Staff are finalizing all the payments and reconciling the budget. There are a few punch items to be completed. CYS has been a stellar partner during the construction of the CRC.

#### **3.3.2 Arlington Apartments**

Work is progressing and Korsmo projects Temporary Construction Completion (TCO) by mid-September, which is eight weeks ahead of the original completion schedule.

Korsmo tracks the amount of contracts let to local, minority, women and small businesses. Altogether, 54% of the construction contract is being completed by companies meeting these definitions. Small, women and minority owned businesses received 18% of the construction contract. These targets are below the goals established for this project.

Apartments	Totals	Current	Goals
Local	\$ 9,373,697.05	63.94%	30%
Minority	\$ 2,035,255.00	13.88%	14%
Women	\$ 841,339.00	5.74%	8%
Small	\$ 1,733,838.38	11.83%	5%

### **3.4 Hillsdale Heights Micro Shelter Village**

THA has contracted with the City of Tacoma to allow approximately one acre of the 6.5 acres available at THA's Hillsdale Heights property located at East 60<sup>th</sup> and McKinley Avenue for a temporary Micro Shelter Village. The temporary land use agreement will provide much needed space at a time when the state and nation face a homelessness crisis that is compounded with the COVID-19 pandemic. The Village will consist of 53 tiny houses for the purpose of housing individuals experiencing homelessness. The City will be responsible for management of the Village site including security, hygiene, neighborhood outreach and case management for its residents for a period of thirty-six months. The City has contracted with the Low Income Housing Institute (LIHI) to ensure that the Village is well-run and effective. LIHI is a reputable organization experienced in the establishment and management of

tiny house villages. Work is currently underway with site preparation including placement of tiny house structures, fencing, emergency access and temporary utility installation. The Micro Shelter Village is expected to be fully operational by August 2020.

#### **4. DEVELOPMENT PIPELINE PROJECTS**

##### **4.1 Hilltop Lofts and THA Owned Properties' Master Development Plan**

There were two layers of community engagement for this project. THA hosted four (4) homework groups and three (3) design labs. The homework groups reviewed the findings from the 2016 Housing Hilltop process and looked at macro level issues. Invitees included some neighborhood residents and those representing businesses, community organizations, and institutions in the Hilltop. The Design Labs were larger community events where specific design elements were addressed (i.e., the resident experience; exterior; community space). In addition, the community engagement specialists conducted outreach to traditionally under-represented communities to gather their input. Based on the feedback from these sessions, as well as input from staff and the THA internal design working group, a concept plan has been identified for the four buildings as well as activating the alley. The final plan calls for 237 units of housing in a mix of studio, 1-, 2- and 3-bedroom units. Each building has at least one floor of commercial uses; two of the buildings could have two floors of commercial use if sufficient interest is generated to support the commercial square footage. Three of the buildings are 6-stories and one is 4-stories tall. Approximately 84 on-site parking spots have been identified as well. The final draft of the Hilltop Community Framework plan will be distributed to commissioners at the February meeting.

THA staff continue to negotiate with Inland Development about options to develop three parcels in the Hilltop. Inland Development is a Spokane based, for profit, affordable housing developer. They have an excellent reputation for developing high quality multifamily housing and ensuring it is well managed.

Funding for a permanent supportive housing project on the Mr Mac site has been secured. The last source to be awarded was the 9% tax credits. Funds had already been awarded by the City of Tacoma, Pierce County and Housing Trust Fund (HTF). The City, County and HTF application were a joint submission of THA and Horizon Housing Alliance. Horizon was the sole applicant for the tax credits and were the second highest scorer for the 2020 9% tax credit round.

Staff is negotiating with Horizon Housing Alliance for the ground land lease and special limited partner role. These documents will be brought to the board for approval in the fall of 2020. We are working toward an early fall 2020 closing on Hilltop Lofts.

In keeping with the commitments made during the #DesignTheHill community engagement process, Horizon issued a Call for Artists to help elicit community input on the exterior façade and public art piece. All interviewees were Hilltop residents. THA staff was on the interview panel and will stay involved with this aspect of the design.

THA and Hilltop Housing Alliance (HHA) have commenced informal conversations with TMA regarding relocation during construction. Ideally, they would like to move after the back to school rush and before the holiday season. We will do our best to accommodate those wishes.

#### **4.1.1 City of Tacoma 311 Mobilization**

RED continues to work with the City of Tacoma to support the use of the 311 code enforcement hotline. We have refreshed the 311 marketing campaign and rolled out the first of the revised messaging “Hilltop is Beautiful”. The messaging pieces that will be included in this campaign include posters, images for social media, construction site banners, and door hangars that highlight the uses of 311 and encourage community members to utilize the service.

In addition, Tacoma Housing Authority and Hilltop Action Coalition (HAC) are partnering to provide an opportunity for Hilltop businesses and micro vendors to connect with community members in the first ever Hilltop Business Crawl on August 22<sup>nd</sup> and 23<sup>rd</sup>. This aims to bring awareness and support to Hilltop businesses impacted by the Tacoma Hilltop Link Construction and COVID-19 as well as share information with community members about 311 services. Customers who visit participating business and vendors during the Hilltop Business Crawl will collect stamps on a passport and enter to win prizes. Tacoma Housing Authority is also partnering with The Community Market to be intentional with the inclusion of BIPOC vendors.

## **4.2 Hilltop Eco District**

Staff have been working with a small group of community leaders for the past eight months to set the foundation for creating an Eco District in the Hilltop. The Eco District framework is based on three Imperatives—Equity, Resilience and Climate Protection. The working group has added three additional imperatives—Economic Development & Jobs, Affordable Housing and Culture. THA is working with an expanded group of residents to set an equity intention prior to holding a Lunch & Learn event for other organizational partners. The goal of the working group is for the Eco District to create a set of standards and metrics for future development in the Hilltop. This is an outgrowth of the community engagement work done for THA’s four parcels.

To help build community on the Hilltop, THA and HAC are co-sponsoring bi-monthly events (Hilltop Happenings). The first was held on September 14 in People's Park. It was both a celebration of students' return to school and a Reclamation of the Park after recent troubling events. In November we invited a member of the Puyallup Tribe to talk about the Native American culture. On January 11, 2020, we had a storyteller, Zelda Foxall, come share the story of Claudette Colvin, a young civil rights activist in the 1950s. This was held at 950 Gallery where attendees also had the opportunity to see Dionne Bonner's exhibit "A Pioneering Spirit: The Fight for Liberty and Freedom". In March we held a Census 2020 focus event at the WA State Historical Museum where attendees were able to see the Men of Change exhibit. The Eco District work has been on "pause" due to the COVID-19 crisis. Now that things are starting to re-open we will start planning events/community discussions to continue this work. Given the conversations around equity, there is a renewed sense of urgency to empower Hilltop residents to shape the neighborhood's development. THA staff and HAC president met with the EcoDistricts staff to discuss participation in an EcoDistrict Incubator for the Hilltop. They offered to do a workshop (virtual) for local leaders. We are planning to do one or two workshops in September/October.

#### **4.3 Shiloh Baptist Church**

RED staff have been meeting with Pastor Christopher since early 2019 to discuss the possibility of helping Shiloh redevelop their non-church land. They have 5 single family homes. Two of the homes have been subdivided to assist 12 individuals with housing. In September 2019, staff made a presentation to the church's senior leadership to discuss what was possible on the site, explain the development process and present the terms of a Memorandum of Understanding (MOU). Shiloh signed the MOU in October. THA will be acting as a development consultant in this transaction. It is anticipated that they will be able to increase the number of households served to approximately thirty households based on a massing study. This does not maximize what is possible on the sites as we want to make sure the housing developed will not be a financial burden to the church and within their capacity to own and manage with as little compliance as possible needed (i.e. no tax credits). We applied for \$85,000 of predevelopment funds to Impact Capital on behalf of Shiloh to pay for the feasibility studies and early design work in March. A commitment letter was received at the end of July. Another predevelopment funding application is being submitted to One Pierce. We issued a Request for Proposal (RFP) for Architectural and Engineering (A&E) work in February. The proposal submitted by Schemata Workshop was selected. Project kick off was August 4. We are working toward a City of Tacoma and Housing Trust Fund submission in September.

#### **4.4 Gault School Site**

On January 7, 2020, THA entered into a Letter of Interest with Tacoma Public Schools for the acquisition of the Gault School site. Due to complications with

doing business and conducting community engagement during the Covid-19 pandemic, on March 30, 2020, the Letter of Interest was amended to extend the date by which the first phase of community engagement must be completed to June 15<sup>th</sup> and defined a date by which THA must enter into a PSA to July 15<sup>th</sup>, should THA choose to enter into a PSA. A second amendment to the LOI was executed June 9, 2020, to allow further time for legal counsel to work on the details of an existing lease and the Gault Pool Interlocal Agreements. The second amendment extended the date by which THA must enter into a PSA to on or before August 31, 2020. Tacoma Public Schools (TPS) is amenable to a future amendment to the LOI to extend the date by which THA must enter into a PSA to the end of September 2020. This is to allow more time for THA to pursue funding to demolish the auxiliary structures, replace the roof and windows and seismic retrofit work.

THA worked with BDS Planning & Urban Design to coordinate the first-phase community engagement work. THA, TPS and BDS conducted the community engagement “kick-off” meeting on March 24, 2020. BDS engaged the community through multiple methods such as social media, stakeholder interviews, flyers to solicit engagement and web surveys. Virtual focus groups were held on June 16<sup>th</sup> and June 23<sup>rd</sup>. THA is participating in recurring meetings with the representatives of the entities that are parties to the Interlocal Agreements related to the Gault School pool. The parties are on the same page and are working together to dissolve and/or request release of covenants that impede forward progression of the Gault School acquisition by THA. TPS’s legal counsel is engaged to work on resolution in accordance with the parties’ recommendations and working in conjunction with THA legal counsel

## **5. Renew Tacoma Housing LLLP**

The Department of Ecology’s (DOE) *No Further Action-Likely* letters for K and Wright Streets require the installation of vapor mitigation systems at each of the sites, the filing of Environmental Restrictive Covenants and long-term monitoring.

Wright Street’s Environmental Restrictive Covenant will encumber a portion of the adjacent property. THA executed a settlement agreement with the owner and compensated them \$75,000 for the loss in value resulting from encumbering a portion of their property with the filing of the Environmental Restrictive Covenant.

Cascade Radon, Inc. completed the installation of the vapor mitigation systems at both sites. The consultant completed the DOE-required reporting. The Environmental Restrictive Covenants need to be filed and then the investor will release the \$548,000 in escrow and \$3,452,000 in developer fee. Given the lack of significant progress, THA requested political intervention to encourage DOE to issue the NFA letters.

## **6. Tenant Improvement**

### **6.1 902 First Floor TI**

The 902 1<sup>st</sup> Floor TI will proceed as staff determines the parameters of a safe and healthy workspace. Considerations include opportunities for telework in the near term as well as an analysis of possible long term solutions encompassing staff growth, remote workspace needs, and optimal scheduling. Staff will convene within the next 30 days to refresh the project.





**TACOMA HOUSING AUTHORITY**

**NEW BUSINESS**

# **Resolution 1**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2020-09-08 (1)

**Date:** September 8, 2020

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Amendment #3 to Architectural and Engineering Services with SMR Architects  
Arlington Drive Youth Campus

---

*This resolution would authorize the Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with SMR Architects for Architectural and Engineering (A&E) Services for the Arlington Drive Youth Campus.*

### Background

On September 28, 2016, the Board approved Resolution 2016-09-28 (4) authorizing the Executive Director to negotiate and execute a contract for A & E services for the Crisis Residential Center and master plan for Arlington Drive Youth Campus to SMR Architects in an amount not-to-exceed \$300,000.

On May 12, 2017, THA entered into a contract with SMR Architects to provide A&E design and master planning services in the amount of \$205,335.

On December 8, 2017, THA and SMR Architects executed Addendum No. 1 to the above-referenced contract in the amount of \$940.00; increasing the contract to \$206,275.

On July 25, 2018 the Board approved Resolution 2018-07-25(1) authorizing an increase of \$983,725 for a total not-to-exceed amount of \$1,190,000 for additional Architectural and Engineering services. This increase covered the services needed to design Phase II of the Arlington Drive Youth Campus. Phase II included the 58 units of permanent supportive housing for young adults ages 18 – 24 experiencing homelessness.

At this time, THA would like to revise the total contract for SMR Architects to include additional A & E fees for both the rental housing and Crisis Residential Center (CRC). Additional A&E costs have been incurred to cover design services needed to install a generator and play court at the CRC, for design related to the installation of two pumps to manage the storm water at the property, design of a recently requested fence for the apartments, as well as the initial design required for the off-site improvements. The off-site improvements will be completed by the City of Tacoma.

Additional services were needed for other minor modifications to the project.

Funding for the proposed increase is from Development Sources including construction and permanent loans, State of Washington allocation and tax credit equity.

### **Recommendation**

Authorize the Executive Director to increase the contract amount with SMR Architects by \$190,000 for a total not-to-exceed amount of \$1,380,000.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2020-09-08 (1)**

### **Amendment #3 to Architectural and Engineering Services with SMR Architects Arlington Drive Youth Campus**

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

**WHEREAS**, On September 28, 2016, the Board approved Resolution 2016-09-28 (4) authorizing the Executive Director to negotiate and execute a contract for A & E services for the Crisis Residential Center and master plan for Arlington Drive property to SMR Architects in an amount not-to-exceed \$300,000; and

**WHEREAS**, On May 12, 2017, THA entered into a contract with SMR Architects to provide A & E design and master planning services in the amount of \$205,335; and

**WHEREAS**, On December 8, 2017, THA and SMR Architects executed Addendum No. 1 in the amount of \$940.00; increasing the contract to \$206,275; and

**WHEREAS**, On July 25, 2018 THA and SMR Architects executed Addendum No. 2 in the amount of \$983,725; increasing the contract to \$1,190,000; and

**WHEREAS**, THA would like to revise the total contract for SMR Architects to include additional A & E fees needed to complete design for specific items, including a generator, play court for the Crisis Residential Center and off-site improvements, a new fence design, storm water pump system and miscellaneous design costs for the rental housing portion of the development; now, therefore, be it

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

Authorize the Executive Director to increase the contact amount with SMR Architects by \$190,000 for a total not-to-exceed amount of \$1,380,000.

**Approved: September 8, 2020**

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Stanley Rumbaugh, Chair

## CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director of the Housing Authority of the City of Tacoma (the “Authority”) and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution No. 2020-09-08 (1) (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on the 8<sup>th</sup> day of September, 2020, and duly recorded in the minute books of the Authority.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of the Authority present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 8<sup>th</sup> day of September 2020.

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Michael Mirra, Executive Director of the Authority

# **Resolution 2**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2020-09-08 (2)

**Date:** September 8, 2020

**To:** THA Board of Commissioners

**From:** Michael Mirra  
Executive Director

**Re:** Updating THA's Administrative Plan: College Housing Assistance Program (CHAP) Changes

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*Tacoma Housing Authority's (THA) College Housing Assistance Program (CHAP) is a time limited program for homeless or near-homeless college students. This resolution would approve some program changes to CHAP. The program changes seek to align program requirements across both the tenant based and property based subsidy models and give colleges the ability to waive program requirements during times of a natural disaster or pandemic.*

### Background and Summary Recommendations

The College Housing Assistance Program (CHAP) began in 2014 as a pilot program that provides housing assistance to homeless and near-homeless students at Tacoma Community College (TCC). TCC has a student population of nearly 14,000 students. It is the largest college in the South Puget Sound Region. In comparison to students of other colleges, TCC students are older, lower income, more likely to be parents, more likely to be working, and more likely to be their family's first to attend college. A notable number of TCC students do not have stable housing. In 2019, Temple University's Hope Center surveyed TCC students about basic needs. 63% of TCC students responding to the survey reported serious housing insecurity within the 12 months prior to the survey; 23% reported that within those 12 months they experienced homelessness.<sup>1</sup>

CHAP voucher participants receive a rental assistance subsidy in the form of a voucher. The voucher is used to secure housing on the private rental market. THA contributes housing resources to CHAP. That is its main and usually only contribution. THA is not funded for other elements often essential to CHAP, including marketing of programs to students, the determination of their needs, the provision of support service or the monitoring of their academic

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<sup>1</sup> Hope Center for College, Community, and Justice. (2020). Washington State Community and Technical Colleges #RealCollege Survey. Retrieved from [https://hope4college.com/wp-content/uploads/2020/02/2019\\_WashingtonState\\_Report.pdf](https://hope4college.com/wp-content/uploads/2020/02/2019_WashingtonState_Report.pdf)



progress. These elements must come from the post-secondary partner and other community partners. TCC operates the program, provides case management services, and assistance with security deposits and move in fees when funding allows.

The CHAP pilot housed 47 homeless TCC students and their children. The pilot's evaluation tracked their retention/graduation rates and grade point average, in comparison with homeless TCC students who did not fit in the pilot. The results after two years were very encouraging and impelled CHAP's expansion to up to 150 vouchers. 25 of the 150 vouchers are set-aside for a program that is under development to serve students exiting corrections.

In 2018, the CHAP program expanded further to include housing assistance that is tied to a property. THA partners with property owners near the campuses of TCC and the University of Washington, Tacoma (UW Tacoma) to reserve apartments for homeless or near homeless students. THA pays down the rents to levels affordable to students. This property based rental assistance is tied to the unit, whereas the CHAP voucher assistance is tied to the student.

Today, with these expansions, THA's CHAP program provides or finances housing in three ways for homeless or near homeless college students at TCC and UW-Tacoma:

- THA provides rental assistance voucher subsidies to help pay rent on the private rental market;
- THA provides apartments it purchased near campus;
- THA signs long term contracts with private developments near the campuses to reserve apartments for homeless or near homeless college students. THA pays down the rents to levels affordable to the students through property-based subsidies.

This resolution would align program requirements across the property based and tenant based subsidy models. Tenant based subsidy requirements are governed by the THA Administrative Plan. Changes require approval by THA's Board of Commissioners. Property based subsidies are not governed by the Administrative Plan. In the past, the CHAP program requirements did not apply to students using property based subsidies. However, THA and the education partners have discussed and begun to extend program requirements to students in covered units at the partner properties.

This proposal also seeks to give the education partners the authority to waive select program requirements in cases of a natural disaster or pandemic.

The education partners have been working with THA to develop an MOU and Program Manual for CHAP as a whole. The intent to develop program-wide requirements is to ensure an equitable experience and simplify the tracking and data collection carried out by the education partners. A single Program Manual and consistent program requirements will benefit all parties.

The section that follows outlines the program requirements suggested by and negotiated with the education partners. Based on community consultation we recommend the following be implemented immediately:

### **1. Revise and Align Program Requirements**

During the process of developing an MOU between THA, TCC, UW Tacoma, and TPS, the following modifications were agreed upon by all parties with the intent that they be applied to participants receiving any form of CHAP subsidy:

- Allow part-time enrollment.
- Do not use GPA alone to define academic progress, take into account whether the student is using/seeking academic supports to improve their grades.
- Allow participants to disenroll and/or withdraw for up to two quarters.
- Remove the summer quarter community service/internship requirement and financial literacy course requirement.

Both institutions stated that these modifications were more aligned with student needs and would offer added flexibility for students overcoming multiple barriers while also balancing multiple responsibilities.

THA has already implemented these requirements at two of the properties with property based subsidies. THA plans to implement the program requirements at the other properties through contract amendments or re-negotiation.

### **2. Expand Post-Graduation Assistance**

Last year THA's Board of Commissioners approved up to an additional year of housing assistance, not to exceed five years of total assistance, for students graduating with an Associate's or Bachelor's degree. The intent is for students to have an "income building year" to use their new post-secondary credentials to secure a living wage job.

Our education partners and PIE staff proposed expanding the additional year of assistance to students completing certificate programs and those transferring to a non-participating school or apprenticeship program. This expansion will support students pursuing a variety of education paths and help address on-going requests to expand the program to other schools like Evergreen State College, Tacoma, and Bates Technical College.

### **3. Temporary Suspension of Program Requirements During Natural Disaster or Pandemic**

As a result of the COVID-19 pandemic, PIE staff worked with the education partners to explore temporary changes to accommodate students. Specifically, TCC and UW Tacoma proposed suspending minimum credit requirements and academic progress requirements. This proposal was approved as an Executive Act and is in place until fall term of 2020.

The education partners requested that THA add a section to the CHAP Program Manual and THA Administrative Plan allowing them to suspend certain program requirements in times where students may be affected by a natural disaster or pandemic. PIE supports this recommendation. Memorializing it in the Program Manual and Administrative Plan will allow the education partners to respond quickly. This will help inform students of temporary program modifications promptly rather than waiting for THA leadership and Board of Commissioners to approve an Executive Act.

## **Public Consultation**

Due to COVID, public consultation was limited. PIE staff worked with our education partners to inform CHAP participants of the proposed changes and comment period. The full report and a survey were posted on THA's website and shared through social media. PIE staff also communicated directly to CHAP voucher participants in order to solicit their feedback. The community was given the option to complete a short online survey, provide comment via email, voicemail, or written post.

In total, THA received seven (7) responses from the community. All of the responses were from current or past CHAP participants.

Five of the seven community members expressed support for changing and aligning the program requirements. One supported the change if it would make program tracking simpler. One did not support the change.

All responses supported giving the education partners the ability to waive program requirements in times of a natural disaster or pandemic.

## **Recommendation**

Authorize THA's Executive Director to make program changes to the College Housing Assistance Program as outlined in resolution 2020-09-08 (2). This would change THA's Administrative Plan Chapters 18 and 19.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2020-09-08 (2)** **(Updating THA's Administrative Plan: CHAP Changes)**

**WHEREAS**, the Administrative Plan relates to the administration of the College Housing Assistance Program and is required by HUD; and

**WHEREAS**, the purpose of the Administrative Plan is to establish policies for carrying out programs in a manner consistent with HUD requirements and local goals and objectives contained in THA's Moving to Work plan; and

**WHEREAS**, Tacoma Housing Authority's College Housing Assistance Program (CHAP) has program requirements it seeks to change and bring into alignment across the full program; and

**WHEREAS**, Tacoma Housing Authority seeks to promote the completion of a post-secondary credential; and

**WHEREAS**, Tacoma Housing Authority seeks to support students who wish to transfer between post-secondary institutions; and

**WHEREAS**, Tacoma Housing Authority seeks to reduce barriers for students who are overcoming multiple barriers in order to pursue a higher education; and

**WHEREAS**, staff consulted our education partners and a wide array of community members,

**WHEREAS**, Changes to the Administrative Plan must be approved by THA Board of Commissioners; 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 revise THA's Administrative Plan Chapters 18 and 19, related to the College Housing Assistance Program in the following ways:

Policy Proposal	Administrative Plan Section Requiring Revision
<p><b>MODIFY PROGRAM REQUIREMENTS</b></p> <p>Revise program requirements to align with the requirements being used for the property based subsidies and agreed upon by the education partners:</p> <ul style="list-style-type: none"> <li>(a) Maintain at least part-time enrollment of 6 credits or more at a participating institution,</li> <li>(b) Make satisfactory academic progress towards a degree or certificate program. If the student’s cumulative GPA drops below a 2.0, the participant must be responsive to recommendations and referrals to academic support services.</li> <li>(c) Have attempted to access FAFSA and if eligible, maintain an active FAFSA.</li> <li>(d) Provide full cooperation with the college program staff assigned to the student.</li> <li>(e) In compliance with FERPA, allow THA, TCC, UW Tacoma, and TPS to share individually identifiable information about the participants and their household to assist with referrals and potential success.</li> <li>(f) Comply with all lease terms, including paying their share of the rent on time and in full, being a good neighbor and taking care of the apartment.</li> <li>(g) Comply with other conditions in Chapter 12 of THA’s Administrative Plan.</li> </ul> <p>Add the following exception:</p> <p style="padding-left: 40px;"><i>Participants may disenroll or withdraw from classes for one term.</i></p> <p style="padding-left: 40px;"><i>A participant may request to extend their leave for an additional term as long as they meet regularly with program staff to ensure they will be able to re-enroll the following term.</i></p>	<p>18.XXIII “Family Obligations”</p> <p>19.IV. “Overview of Participant Criteria”</p>

Policy Proposal	Administrative Plan Section Requiring Revision
<p>Remove the following program requirements:</p> <ul style="list-style-type: none"> <li>(a) Summer quarter students must participate in an approved community service activity or in an internship.</li> <li>(b) Participate in a Financial Literacy workshop before the end of their second quarter of enrollment in this program.</li> </ul>	
<p><b>EXPAND POST-GRADUATION ASSISTANCE</b></p> <p>Upon completion of an Associate’s or Bachelor’s degree, a certificate program, or transfer to a non-participating college/university or apprenticeship program participants may receive up to one year of additional housing payment assistance or five (5) total years of assistance. The additional time (up to one year) will begin at the time the credits were completed.</p> <p>Example:</p> <ul style="list-style-type: none"> <li>• A participant receives an Associate’s degree after receiving 18 months of CHAP assistance. The participant may receive an additional 12 months of assistance. The time limit for the additional 12 months will begin at the time the credits were completed.</li> <li>• A participant receives a BA degree after receiving 52 months of CHAP assistance. The participant may receive an additional 8 months of assistance. The time limit for the additional 8 months will begin at the time the credits were completed.</li> </ul>	<p>19.I. “Introduction”</p> <p>19.VII. “College Housing Assistance Program Transfers”</p> <p>19.XVIII “Termination of Assistance and Tenancy”</p> <p>19.XXII “Hardship Policy”</p>
<p><b>ALLOW EDUCATION PARTNERS TO WAIVE PROGRAM REQUIREMENTS IN TIMES OF A NATURAL DISASTER OR PANDEMIC</b></p> <p>Add a section to include:</p> <p><i>In times of a natural disaster or pandemic, minimum credit requirements and academic progress program requirements will be suspended for a period of time agreed upon by the Education Partners.</i></p>	<p>Add section to follow 19.IV. “Overview of Participant Criteria”</p>

Policy Proposal	Administrative Plan Section Requiring Revision
<i>During the period of suspended requirements, participants will remain eligible as long as their income is at or below 80% AMI at the time of lease renewal or annual recertification.</i>	

**Approved: September 8, 2020**

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Stanley Rumbaugh, Chair

# **Resolution 3**





# TACOMA HOUSING AUTHORITY

## RESOLUTION 2020-09-08 (3)

DATE: September 8, 2020

TO: THA Board of Commissioners

FROM: Michael Mirra, Executive Director

RE: Authorize Investment Institutions and Authorized Signers

*This resolution would update the institutions Tacoma Housing Authority (THA) conducts financial transactions with, along with the signers for THA.*

### Background

The annual reorganization, at which a new Board Chair and Vice Chair are elected, necessitates a resolution that authorizes their signatures for the financial institution accounts of the Tacoma Housing Authority.

The resolution replaces Resolution 2019-8-28 (1), which had authorized the prior officers as signers for the bank and investment accounts of the Tacoma Housing Authority and identifies the new ones, as well as the authorized THA staff members.

### Recommendation

Approve Resolution 2020-09-08 (3) replacing 2019-8-28(1) authorizing the signers for the financial institutions.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2020-09-08 (3)** **(Authorized Signers for Financial Institution Accounts)**

**WHEREAS**, The Board selects its chair and vice chair at its annual meeting. When these Board officers change, THA needs a resolution changing the authorized signatures for its accounts at its various financial institutions; and

**WHEREAS**, This resolution does that and replaces Resolution 2018-8-22(2), which had authorized previous officers as signers; and

**WHEREAS**, The Board of Commissioners needs to formally authorize the financial institutions and the authorized signers on the accounts; now, therefore, be it

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

The funds of THA are hereby authorized by the laws of the State of Washington and the regulations of the Department of Housing and Urban Development to be utilized, held and invested and that said funds may be deposited with any or all of the following institutions:

BANK OF AMERICA  
BANNER BANK  
HERITAGE BANK  
KEY BANK  
J.P. MORGAN CHASE BANK  
U.S. BANK  
THE BANK OF NEW YORK MELLON TRUST CO.  
WASHINGTON STATE INVESTMENT POOL

Or such other institutions as may be found to provide the highest interest rate and/or are beneficial to THA's operational goals.

***Be it further resolved*** that any of the below designated individuals are authorized to enter into any and all transactions relating to the above mentioned institutions as they exist now or may be created in the future upon signature of any two (2) of the following designated individuals:

Stanley Rumbaugh	Chair_____
Shennetta Smith	Vice Chair _____
Michael Mirra	Executive Director _____
Kenneth Shalik	Director of Finance _____
Duane Strom	Comptroller _____

***Be it further resolved*** that this resolution replaces any and all previous resolutions designating authorized financial institutions and signers.

***Be it further resolved*** that the authorized signers acknowledge and accept Heritage Bank's policy of accepting any check with one authorized signature.

**Approved: September 8, 2020**

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Stanley Rumbaugh, Chair

# **Resolution 4**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2020-09-08 (4)

DATE: August 26, 2020

TO: THA Board of Commissioners

FROM: Michael Mirra, Executive Director

RE: Amending THA By-Laws

*This resolution would amend THA's By-Laws to include a provision for the Board's convening by telephone, or other electronic, internet or other means of remote access means, or as public health concerns may direct.*

### Background

THA is a public agency. The state's Open Public Meetings Act directs that its meetings be open to the public. Chap. 42.30 RCW. During the COVID-19 pandemic, and as an emergency exception to the Open Public Meetings Act, the Governor has ordered public agencies not to convene in person. Governor's Proclamation 20-28.8 (July 31, 2020). He did this as a precaution against the contagion. He also directed that such public agencies may convene by other means:

*Any public agency subject to RCW 42.30 is prohibited from conducting a public meeting subject to RCW 42.30 unless (a) the meeting is not conducted in-person and instead provides an option(s) for the public to attend the proceedings through, at minimum, telephonic access, and may also include other electronic, internet or other means of remote access, and (b) provides the ability for all persons attending the meeting to hear each other at the same time.*

Governor's Proclamation 20-28.8, page 4 (July 31, 2020).

The proclamation expires September 1, 2020.

As a result, THA's Board has been meeting by Zoom. THA's present By-Laws already permit participation by telephone as long as everyone in attendance can hear everyone else. This resolution would amend the By-Laws to expressly allow other ways to convene in conformance to the Governor's direction. It does this by amending section 4.11 as follows:

### Recommendation

Approve Resolution 2020-09-08 (4).

4.11 → Attendance by Telephone or Remote Means¶

Any Commissioner may attend any meeting of the Board of Commissioners by telephone, other electronic, internet or other means of remote access, as long as it provides the ability for all persons attending the meeting to hear each other at the same time as long as all other persons present at the meeting can hear all comments made and questions asked by the Commissioner and the Commissioner can hear all comments made and questions asked by all other persons speaking at the meeting. Participation by such means shall constitute attendance presence in person at the meeting. The Board will conform to further public health authority directives or concerns and further state directives about the requirements of the Open Public Meetings Act that may determine the required or allowed manner of the Board's convening.¶



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2020-09-08 (4) (Amending THA's By-Laws)

**WHEREAS**, THA's By-Laws govern its operations and work of the Board, including the manner of its convening; and

**WHEREAS**, The By-Laws allow for its amendment by a resolution of the Board; and

**WHEREAS**, During the COVID-19 pandemic, the Governor has ordered public agencies not to convene in person as a safety precaution against the contagion. The Governor did this as an emergency exception to the Open Public Meetings Act, Chap. 42.30 RCW. Governor Proclamation 20-28.8 (July 31, 2020). The proclamation further directs that public agencies may convene using alternative ways to permit public access:

*Any public agency subject to RCW 42.30 is prohibited from conducting a public meeting subject to RCW 42.30 unless (a) the meeting is not conducted in-person and instead provides an option(s) for the public to attend the proceedings through, at minimum, telephonic access, and may also include other electronic, internet or other means of remote access, and (b) provides the ability for all persons attending the meeting to hear each other at the same time.*

Governor's Proclamation 20-28.8, page 4 (July 31, 2020).

The present proclamation expires September 2, 2020; and

**WHEREAS**, THA's By-Laws should be modified to expressly allow for remote convenings as state authorities or public health measures may direct; now, therefore, be it

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

THA's By-Laws are amended as shown in the attached redlined version.

**Approved: September 8, 2020**

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Stanley Rumbaugh, Chair



**BY-LAWS**  
**of the**  
**HOUSING AUTHORITY OF THE CITY OF TACOMA**

902 South L Street  
Tacoma, WA 98405  
(253) 207-4400

Last revised  
**August 26, 2020**

Adopted and amended by Resolution 2020-8-26(4) on August 26, 2020

Adopted and amended by Resolution 2013-8-28 (4) on August 28, 2013

Adopted and amended by Resolution 2013-1-23(2) on January 23, 2013

Adopted and amended by Resolution 2009-7-22 (1) on July 22, 2009

Adopted and amended by Resolution 2008-01-23 (3) on January 23, 2008

Adopted and amended by Resolution 1003-1 on October 22, 2003

Adopted and amended by Resolution 0201-2 on March 28, 2001

These by-laws supersede and replace all previously approved by-laws



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## **1. GENERAL PROVISIONS**

### **1.1 Authority Name**

The official name of the Authority is “Housing Authority of the City of Tacoma” (hereinafter the “Authority”). It may also use the name “Tacoma Housing Authority.”

### **1.2 Purpose**

The Authority is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes and provisions of Chapter 35.82 RCW, including if applicable the powers of a community renewal agency under Chapter 35.81 RCW or of a public corporation, commission or authority under Chapter 35.21 RCW, as those laws may be amended from time to time.

### **1.3 By-Laws**

*1.3.1* The Authority shall adopt by-laws to provide rules for governing the Authority and the Authority’s activities that are not inconsistent with Chapter 35.82 RCW.

*1.3.2* The by-laws shall not restrict the powers of the Authority granted by the Legislature under Chapter 35.21 RCW and Chapter 35.81 RCW.

*1.3.3* The Board may amend the by-laws only by resolution, adopted by the affirmative vote of at least three (3) Commissioners of the Board at a regular or special meeting. The approved by- laws will supersede all previous by -laws.

### **1.4 Seal**

The seal of the Authority bears the name of the Authority and the year of its organization. A logo or other artwork which reflects the current values or vision of the Authority may be incorporated into this seal at any time by a resolution of the Board of Commissioners (the “Board”).

### **1.5 Books and Records**

The Authority shall keep current and complete books and records of account and shall keep minutes of the proceedings of its Board and its committees having any of the authority of the Board.

## **1.6 Public Records**

### *1.6.1 Public Records Act*

The Authority shall comply with the requirements of the Public Records Act, Chapter 42.56 RCW.

### *1.6.2 Public Records Policy*

The Authority may adopt a public records policy governing the inspection and copying of public records. Such policy shall not be inconsistent with the requirements of the Public Records Act, Chapter 42.56 RCW.

### *1.6.3 Records Retention Schedule*

The Authority shall comply with the records retention schedules promulgated by the Secretary of State that apply to public housing authorities.

## **1.7 Fiscal Year**

The Fiscal Year of the Authority shall be determined by resolution adopted by the Board. In the absence of such resolution, the fiscal year shall be the calendar year.

## **1.8 Copies of Resolutions**

Any person dealing with the Authority may rely upon a copy of any of the records of the proceedings, resolutions or votes of the Board when such copies are certified by the Secretary.

## **1.9 Offices**

The principal administrative office of the Authority is located within the City of Tacoma, Pierce County, and State of Washington at a location determined by resolution of the Board. The current address is 902 South L Street in the City of Tacoma, Washington.

## **2. BOARD OF COMMISSIONERS**

### **2.1 General Powers**

The powers of the Authority are vested in its Board of Commissioners. The Board shall exercise all policy, oversight, and governance powers of the Authority consistent with Chapter 35.82 RCW.

## **2.2 Composition**

### *2.2.1 Number of Commissioners*

The Board shall consist of five (5) Commissioners.

### *2.2.2 Directly Assisted Commissioner*

- A. Federal law requires that the membership of the Board contain at least one (1) member who is directly assisted by the Authority's federal housing program, whose name appears on the lease and who is eighteen years of age or older. "Directly assisted" as currently defined in 24 C.F.R. § 964.410 means either (i) being a public housing resident; or (ii) being a recipient of housing assistance in the tenant-based Section 8 program (i.e., from the Authority's Housing Choice Voucher Program or other federally funded rental assistance programs).
- B. The Commissioner's seat that expires in the year 2003, 2008, 2013, and so forth, is reserved for a directly assisted Commissioner and shall not be filled by a person who is not directly assisted as defined in section 2.2.2(A) of these by-laws.
- C. If the person appointed as a directly assisted Commissioner no longer qualifies as a directly assisted person, as defined in section 2.2.2 (A) of these by-laws, he or she shall be removed from the Board, creating a vacancy to be filled by a directly assisted person. This removal shall occur only upon a vote of the Board.
- D. A directly assisted Commissioner shall be a full member of the Board with the same powers and responsibilities held by other Commissioners.

## **2.3 Mayoral Appointment**

Commissioners are appointed by the Mayor of the City of Tacoma. Commissioners serve for a term of five (5) years. These terms are staggered with one term expiring on August 16th of each calendar year; PROVIDED, that a Commissioner's appointment extends into a following term until the Mayor appoints or reappoints a person to serve the balance of that following term. Vacancies are filled in the same manner as the original appointments were made, but for the unexpired term.

## **2.4 Limitation on Employment**

No Commissioner of the Board of Commissioners may be an officer or employee of the City of Tacoma.

## **2.5 Attendance**

It is expected that Commissioners will make every effort to attend scheduled meetings. If a Commissioner fails to attend two (2) consecutive meetings without the Board's excusal, the Board Chairperson may send a letter to the Mayor of the City of Tacoma alerting him or her of the circumstances.

## **2.6 No Compensation**

No Commissioner may be compensated for serving in any capacity; except that he or she is entitled to reimbursement for necessary expenses, including traveling expenses, incurred in the discharge of his or her duties.

## **2.7 Resignation**

Any Commissioner may resign at any time by giving written notice to the Chairperson of the Board. Such resignation takes effect at the time specified in the resignation, or if the time is not specified, upon receipt thereof. Unless otherwise specified in the resignation, the acceptance of a resignation is not necessary to make it effective.

## **2.8 Removal**

A Commissioner may be removed by the Mayor of the City of Tacoma for inefficiency or neglect of duty or misconduct in office, but a Commissioner may be removed only after he or she is given a copy of the charges at least ten (10) days prior to the hearing thereon and has had an opportunity to be heard in person or by counsel. When a Commissioner is removed, a record of the proceedings and the charges and findings will be filed in the office of the clerk of the City of Tacoma.

# **3. OFFICERS**

## **3.1 Number, Election and Vacancies**

The Board shall select from among its Commissioners a Chairperson and a Vice Chairperson, and shall employ a Secretary, who is also the Executive Director. The Board shall elect the Chairperson and Vice Chairperson at the annual meeting in August of each year for one (1) year terms or until the Board elects and qualifies their respective successors. No Commissioner may serve in the capacity of Chairperson for more than three (3) consecutive one (1) year terms. After a period of one year following three such consecutive terms, Commissioners are again eligible to serve as Chairperson. If the office of the Chairperson or Vice Chairperson becomes vacant, the Board shall elect a successor to fill the office from the remaining Commissioners at the next meeting. The elected successor shall serve for the remainder of the unexpired term. If elected at the annual meeting, the newly elected Chairperson or Vice Chairperson shall serve a full one (1) year term.

### **3.2 Chairperson**

The Chairperson presides at all meetings of the Authority. At each meeting the Chairperson submits such recommendations and information as he or she may consider proper concerning the business affairs and the policies of the Authority. The Chairperson is also responsible for the preparation of all regular and special meeting agendas.

### **3.3 Vice Chairperson**

The Vice Chairperson performs the duties of the Chairperson in the absence or incapacity of the Chairperson; and in case of a vacancy in the office of the Chairperson, the Vice Chairperson performs such duties as are imposed on the Chairperson until such time as the Board selects a new Chairperson in accordance with these by-laws.

### **3.4 Executive Director**

#### *3.4.1 Duties*

The Executive Director, in the absence of a written contract for a definite time, serves at the pleasure of the Board and may be relieved of his or her duties no sooner than one hundred twenty (120) days after delivery of written notice. The Executive Director has care and custody of all funds of the Authority and deposits the same in the name of the Authority in such bank(s) as the Authority may select.

Signs all orders and checks for the payment of money and pays out and disburses these moneys under the direction of the Authority. Except as otherwise authorized by resolution of the Board, all such orders and checks are countersigned by the Chairperson.

Keeps or causes to be kept regular books of accounts showing receipts and expenditures and renders to the Board, at each regular meeting (or more often when requested), an account of his/her transactions and also of the financial condition of the Authority.

Signs all binding contracts, deeds and other instruments made by the Authority as authorized by advanced resolution of the Board.

Carries out all policies established by the Board and advises on formation of those policies.

Develops and submits to the Board for approval a plan of organization for the conduct of the activities of the Authority and recommends changes when necessary.

Has general supervision over the administration of the Authority's business and affairs subject to the direction of the Board.

Is charged with the management of the housing projects of the Authority.

Prepares an annual budget.

Supervises financial affairs.

Presents to the Board periodic reports reflecting the activities of the Authority and such other special reports as may be required by the Board.

Assigns and supervises employees in the performance of their duties.

Performs such other duties as may from time to time be assigned by the Board.

Gives such bond as the Authority may determine for the faithful performance of his duties.

#### *3.4.2 Compensation*

The compensation paid to the Executive Director is determined by the Board, but a Commissioner of the Board serving as Executive Director in a temporary capacity serves without compensation other than the payment of necessary expenses, including traveling expenses incurred in the performance of such duties.

#### *3.4.3 Custody and Use of Seal*

The Executive Director keeps in safe custody the seal of the Authority and has the power to affix the seal to all contracts and instruments authorized to be executed by the Authority.

### **3.5 Secretary**

The Executive Director of the Authority serves as ex-officio Secretary of the Authority. In that capacity, he or she or his or her designee: (i) keeps or causes to be kept, correct and permanent records of the Authority; (ii) acts as Secretary of the meetings of the Authority and records all votes; (iii) keeps a record of the proceedings of the Authority in a minute book to be kept for such purposes; and, (iv) performs all other duties incident to his or her office.

### **3.6 Additional Duties**

The officers of the Authority perform such other duties and functions as may from time to time be required by the Board, the by-laws, rules and regulations of the Authority, or applicable law.

### **3.7 Additional Personnel**

The Authority may from time to time employ personnel it considers necessary to exercise its powers, duties, and functions in accordance with the purpose of the Authority. The selection and compensation of such personnel is determined by the Executive Director, subject to all applicable Federal, State, and local laws and regulations, including, without limitation, HUD regulations.

### **3.8 Indemnification**

The Authority shall adopt policies to set forth the terms and procedures for indemnifying and defending officers and Commissioners of the Board as authorized by RCW 4.96.041.

## **4. MEETINGS**

### **4.1 Meeting**

Unless the Board designates a different time or place for its meetings, the schedule and location for Board meetings shall be as follows:

#### *4.1.1 Annual meetings*

Annual meetings of the Authority are held at the office of the Authority or such other place as designated by the Board for the purpose of electing officers, receiving the annual report of the Executive Director, and conducting other business as may come before the meeting. The annual meeting of the Authority will be on the fourth Wednesday in August immediately preceding the regular meeting. If this date falls on a legal holiday, the annual meeting is held on the next succeeding business day unless otherwise posted in accordance with State requirements.

#### *4.1.2 Regular meetings*

Regular meetings of the Authority are held on a schedule and at locations that the Board shall determine in advance.

#### *4.1.3 Special meetings*

The Chairperson of the Authority may, when he or she deems it expedient, and must, upon the written request of two (2) Commissioners of the Board, notice and call a special meeting of the Board for the purpose of transacting any business designated in the call. At such a special meeting, the Board shall not consider business other than as designated by the notice. The Board shall not take final disposition on any other matters at special meetings.



#### **4.2 Notice of Meeting**

Notice of Board meetings must conform to the requirements of the Open Public Meetings Act, Chapter 42.30 RCW.

#### **4.3 Executive Session**

Before convening in executive session, the presiding officer will publicly announce the purpose for excluding the public from the meeting place and the time when the executive session will be concluded. The executive session may be extended to a stated later time by announcement of the presiding officer.

#### **4.4 Quorum**

Three (3) Commissioners constitute a quorum for the purpose of conducting its business and exercising the Board's powers and for all other purposes.

#### **4.5 Adjournment**

The Board may adjourn any regular, adjourned regular, special, or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. If all Commissioners are absent from any regular or adjourned regular meeting, the Secretary may declare the meeting adjourned to a stated time and place. The Secretary will cause a written notice of the adjournment to be given in the same manner as provided by resolution of the Board for special meetings. Whenever any meeting is adjourned, a copy of the order or notice of adjournment will be conspicuously posted immediately after the time of the adjournment on or near the door of the place where the regular, adjourned regular, special, or adjourned special meeting was held. When a regular or adjourned regular meeting is adjourned as provided in this subsection, the resulting resumed adjourned regular meeting is a regular meeting for all purposes. When any order of adjournment of any meeting fails to state the hour at which the resumed adjourned meeting is to be held, it is held at the hour specified for regular meetings by resolution of the Board.

#### **4.6 Order of Business**

At the regular meetings of the Board, the following is the customary order of business. The Board may curtail, enlarge, or modify this order:

- Call to Order
- Roll Call
- Approval of Minutes of the previous meeting
- Guest Comments
- Board Committee Reports
- Comments from the Executive Director
- Staff Administration Reports
- New Business
- Comments from the Commissioners
- Executive Session
- Action Subsequent to Executive Session
- Adjournment

#### **4.7 Resolutions**

All resolutions are in writing and are maintained in a journal of proceedings of the Authority.

#### **4.8 Rules of Order**

4.8.1 The presiding officer shall conduct Board meetings generally to allow for a full, fair, and efficient conduct of Board business.

4.8.2 Any Commissioner may move a proposal. At least one other Commissioner must second the motion in order to have a discussion or vote on it. If no other Commissioner seconds the motion, there shall be no discussion or vote on the proposal.

4.8.3 If a Commissioner seconds a proposal, the discussion shall continue until the presiding Commissioner calls for a vote, subject to a vote of a majority of a quorum directing a continuation of discussion.

4.8.4 The Chairperson or a majority of a quorum may direct that Robert Rules of Order govern the proceedings during a Board meeting.

#### **4.9 Manner of Voting**

All questions coming before the Board, other than matters of procedure and the election or appointment of officers, are presented in the form of uniquely numbered resolutions. The vote on all resolutions is by roll call, and each resolution is entered in full upon the minutes of the meeting, together with the ayes, nays, absent, and abstentions. The election of officers, however, may be conducted by ballot.

#### **4.10 Motions**

Motions from the floor, when properly seconded, may be voted on by voice, a show of hands, or roll call at the direction of the Chairperson.

#### **4.11 Attendance by Telephone or Remote Means**

Any Commissioner may attend any meeting of the Board of Commissioners by telephone or other remote means as long as all other persons present at the meeting can hear all comments made and questions asked by the Commissioner and the Commissioner can hear all comments made and questions asked by all other persons speaking at the meeting. Participation by such means shall constitute presence in person at the meeting. Public health concerns may determine the manner of the Board's convening.

### **5. AMENDMENTS**

The Board may amend these by-laws only by resolution adopted by the affirmative vote of at least three (3) Commissioners of the Board at a regular or special meeting. The approved by-laws will supersede all previous by-laws.