



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

January 27, 2021



**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

REGULAR MEETING **Board of Commissioners**

WEDNESDAY, JANUARY 27, 2021

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, January 27, 2021, at 4:45 pm.**

Zoom Meeting

Updated: <https://us02web.zoom.us/j/81247262345> / Meeting ID: 812 4726 2345/ 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.

I, Sha Peterson, certify that on or before January 20, 2021, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402	fax: 253-591-5300 CityClerk@cityoftacoma.com
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	tips@q13fox.com
KSTW-TV/CW 11	2211 Elliott Avenue, Suite 200 Seattle, WA 98121	
Tacoma News Tribune	1950 South State Tacoma, WA 98405	
The Tacoma Weekly	6812 27 th Street West University Place, WA 98466	

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

Sha Peterson
Executive Administrator



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

January 27, 2021, 4:45 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/81247262345> / Meeting ID: 812 4726 2345 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of December 4, 2020—Study Session
 - 3.2 Minutes of December 9, 2020—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION VERBAL REPORTS**
 - 7.1 Finance
 - 7.2 Policy, Innovation and Evaluation
 - 7.3 Administrative Services
 - 7.4 Client Support and Empowerment
 - 7.5 Rental Assistance
 - 7.6 Property Management
 - 7.7 Real Estate Development
8. **NEW BUSINESS**
 - 8.1 2021-01-27 (1) Amendment #1 to A&E Services with Ankrom Moisan Architects
James Center North
 - 8.2 2021-01-27 (2) Approval of Revision to the Administrative Plan
 - 8.3 2021-01-27 (3) Addendum to A&E Services with Ferguson Architects 902 1st
Floor TI
9. **EXECUTIVE SESSION**
 - 9.1 Discussion of Real Estate Transactions
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES

STUDY SESSION

FRIDAY, DECEMBER 4, 2020

Join Zoom Meeting

<https://us02web.zoom.us/j/81792921471> / 817 9292 1471 / Dial 253.215.8782

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 12:08 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith	
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
	Commissioner Pastor Michael Purter
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Administrator	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Barbara Tanbara, Interim 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 and Empowerment Director	

Chair Rumbaugh declared there was a quorum present @ 12:09 pm and proceeded.

3. 2021 Budget

Executive Director Michael Mirra started the discussion. He noted its purpose was to review the budget that staff will propose to the Board at its regular meeting on December 9th. It is basically the same proposal that staff presented to the Board Finance Committee. He reviewed the principles THA uses to write the budget:

1. Presume upon the worst of the plausible budgets pending in Congress.
2. Recurring income must cover recurring expenses.
3. Use reserves for nonrecurring expenditures that make us money, save us money, or make us more efficient and stronger.
4. Keep reserves that are within the designated ranges for each type of monies: not too much and not too little.

He said that the proposed budget satisfies all four principles.

Director Shalik continued the budget proposal discussion with more detail. He said that THA is in good shape financially. He reviewed the details of our various types of reserves. He reviewed the reserve amounts. They will allow THA to withstand another governmental shutdown without disruption. Adequate reserves are also important for other purposes: to show THA's credit worthiness when it shops for debt or investors, to allow for long range planning such as real estate development and property purchases, and to withstand emergencies such as a governmental shutdown.

The proposed budget would give THA \$726k in surplus, broken down between Moving to Work (MTW), non-MTW, and rental properties. The goal has always been to keep MTW pot as close to zero as possible to avoid the possibility of recapture from Housing and Urban Development (HUD).

The bottom line is that the budget proposal shows the recurring and non-recurring operation and capital funds leaving adequate reserves at the end of the year. As part of his review, Director Shalik summarized the proposed budget's allowance for filling staff positions and its creation of some new positions. He noted that the budget assumes that THA will fill the positions quickly. Yet the Cabinet will review each position in the budget and will make a position by position decision whether to fill it. Even then, it will take a while to fill the positions. This delay gives the budget some inherent cushion since the position will not require a full year's funding that the budget contemplates. He also described the budget's contemplated expansion of programs, including the Tacoma Schools Housing Assistance Project (TSHAP).

Director Shalik also reviewed the plan should the federal government shut down. He reported the good news that, HUD, before it shuts down, will forward fund housing authorities for January and February.

4. COMMENTS FROM THE COMMISSIONERS

The Board had no redirection for the staff and is prepared to vote on the budget on December 9th. The Commissioners thanked ED Mirra and Director Shalik for their excellent work and expressed their appreciation for Director Shalik's hard work in doing the budget and the detail that went into it. Director Shalik thanked the board for their guidance and support.

10. ADJOURNMENT

There being no further business to conduct, the meeting ended at 12:52 pm.

APPROVED AS CORRECT

Adopted: January 27, 2021

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, DECEMBER 9, 2020

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session vis Zoom at 4:45 PM on Wednesday, December 9, 2020.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:47 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith	
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
Commissioner Pastor Michael Purter	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Administrator	
April Black, Deputy Executive Director	
Ken Shalik, Finance Director	
Barbara Tanbara, Interim 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 Rumbaugh declared there was a quorum present @ 4:48 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to, or discussion of the minutes for the Regular Session of the Board of Commissioners on Wednesday, November 18, 2020. Vice Chair Smith moved to adopt the minutes. Commissioner Young seconded.

Commissioner Hodge noted that under the Education Committee, the minutes noted that the committee did not meet. The committee was scheduled to meet but canceled the meeting due to no new business. The commissioners approved the minutes with that modification.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

The committee did not meet last month. Chair Rumbaugh asked ED Mirra to schedule a meeting before the January Board meeting. He saw an article about Gault Middle School. Commissioner Young stated that he was asked by some people to see how THA can get back into the discussion. Director McCormick said that she has been in conversations with the City and school district about a private partnership. THA is also part of Anchor community discussions led by Tanisha Jumper of the City and Gault has come up in those discussions. THA has been very clear that it cannot cover the \$8M needed to stabilize the property. Commissioner Hodge asked if there is a compelling reason to be part of the partnership for Gault. Chair Rumbaugh responded that there is no compelling reason outside of THA's mission. Commissioner Young said the big motivation to stay involved is that it might be a good opportunity for THA to help the community to resolve the use of an important piece of property. Director McCormick stated that THA has a seat at the table.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee had an exit conference with the auditor and there were no findings. The committee also had a discussion about the 2021 budget. Information was also provided at the Friday study session. Commissioner Young stated it is always good to have a clean audit, which makes for an easy conversation with the auditors. He gave full credit to

Director Shalik, Duane Strom and others. Chair Rumbaugh agreed and added that especially since there have been no findings for several years in a row and thanked Director Shalik and his team.

Education Committee—Vice Chair Smith, Commissioner Hodge

The committee will be meeting in January.

Community Partnership Committee—Vice Chair Smith, Commissioner Purter

Commissioner Purter and Vice Chair Smith have not had an opportunity to sit down but will plan on meeting in 2021 to have a more structured plan to present to the Board and discuss a few things in the community. Chair Rumbaugh thanked Pastor Purter and added that this requires a lot more planning now because of the pandemic. Vice Chair Smith stated that everyone is making adjustments because it has been a crazy year. The committee will also be joining the effort to ask the legislature to fund Arlington Drive.

Diversity, Equity and Inclusion Committee—Vice Chair Smith, Commissioner Hodge

According to Commissioner Hodge, she and Vice Chair Smith are members of the committee as a sounding Board. Staff can consult with them as necessary but they do not plan on meeting on a regular basis. Vice Chair Smith confirmed.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra directed the Board to his report. Arlington Drive discussions with legislators continue. ED Mirra reviewed them. He received letters of support from Sequoia Foundation and Heritage Foundation.

He said that writing the budget was a notable exercise using the new software. He hopes that the Board will appreciate it when they get to that part of the agenda. THA is in good shape. Chair Rumbaugh agreed and added that THA has usually had to budget without knowing from Congress what the funding would be. Accordingly, we will presume on flat funding. The Chair also appreciated the Op-Ed letter ED Mirra submitted offering a view on the Pierce County Council proposal to turn Tacoma Health Department into an executive department of the county.

Director Shalik added that if the government shuts down, the plan is for THA to do nothing out of the ordinary. We have enough reserves to last two months. ED Mirra thanked the Board and stated that THA staff feel lucky with the Commissioners and the support they give to staff. Chair Rumbaugh responded that it is one of mutual respect and support—remarkably collaborative and supportive.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the Board to the finance report. He does not see any challenges going through year end. He did not present the Cash

Position this month due to a quick turn around for the report, but noted that Cash is in good shape. He will be presenting the 2021 budget as a resolution. Chair Rumbaugh asked if forward funding on Housing Assistance Program (HAP) vouchers is the same as last year's. Director Shalik confirmed.

Commissioner Hodge moved to ratify the payment of cash disbursements totaling \$5,400,168 for the month of November 2020. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Policy, Innovation and Evaluation

Director Black was able to meet with the partners for Tacoma Schools Housing Assistance Program (TSHAP) and its expansion. The expanded TSHAP has housed its first family. The family was stabilized the week of Thanksgiving with one-time assistance. There are currently 43 families enrolled in the caseload. Chair Rumbaugh inquired about the absorption rate. Director Black responded that it is a tough market, but it takes 45-60 days from referral to housing. There is less turnover in the market than usual. Chair Rumbaugh stated that the court's unlawful detainer mediation program is underway. After the first year it will be a prerequisite. He inquired about the eviction moratorium. According to Director LaRocque, THA is providing direction to landlords and dispute resolution groups. There is pushback from landlords but staff started early enough that landlords are comprehending it. Chair Rumbaugh added that there is an incentive for everybody. He noted that the proposed THA budget has a million or so dollars to supplement rent shortfalls. Director Black stated that THA moved back to Stage 1 operation as an agency, so it is essentially closed with the exception of work that cannot be performed at home. With the government extension or restriction on indoor gatherings and retail space, THA will be staying in Stage 1 until January 1st. Chair Rumbaugh asked how THA is addressing emergency maintenance. Director Black said THA counts that as essential work that maintenance staff is ready to perform.

The Arlington grand opening event is scheduled. Marketing and Communications Manager Brandon Wirth has been working with different departments to get it off the ground. THA has not done anything like this (virtual grand opening), and Brandon has been managing this while also being THA's communications expert on the Emergency Operations Committee (EOC). The big event will be posted live on Facebook on Tuesday, January 12 at 10 AM. Staff will answer questions live. Chair Rumbaugh asked for the occupancy rate at the permanent housing side. Director Johnson said all fifty-eight (58) units in Arlington Apartments are spoken for but the actual move ins are staggered

because of COVID. The building has just reached 50% occupancy this week. According to ED Mirra, Arlington's Crisis Residential Center is at a reduced capacity (8 beds instead of 12) due to COVID.

Commissioner Hodge asked if THA has considered paying a bonus for essential workers who are on site everyday. Commissioner Smith also asked if it should be allowed for workers having to be out in the public as essential workers vs. those at home. According to Director Black, the EOC discussed this and decided against it. It judges that THA is making adequate efforts to protect staff. She also noted the bonus awards given to all staff and the generous leave measures. ED Mirra noted that it would be hard to make distinctions among the various staff positions. Chair Rumbaugh shares ED Mirra's concern with the distinctions.

Client Support and Empowerment

Director Hanauer is grateful to all staff and her staff who show up everyday with good humor and work with people in crisis. She is also grateful working amongst her colleagues. The last few weeks have been busy with her staff working with the Rental Assistance team. Martha Mathias is being creative with the apartment decorating contest. Director Hanauer has been spending a lot of time with the EOC, Arlington money hunt, and, Day One fund, which is part of the Bezos Foundation. Chair Rumbaugh inquired about engagement with the Bezos Foundation. Director Hanauer responded that it is a large undertaking by THA. CSE staff is engaging with community providers, understanding THA's role, asking questions and finding lessons to learn from. ED Mirra stated that he received a response from Scott Edison of Bezos Foundation who replied to the draft letter of intent with requested changes. Most are manageable. Chair Rumbaugh asked for the rollout date. ED Mirra stated the hope that the school will open September 2021. The main uncertainty is the amount for construction that the school will need. Director Hanauer thanked the Board for their support.

Rental Assistance

THA is still over 100% utilized. The main focus for Rental Assistance (RA) staff has been administering the rental assistance for Pierce County. Last month \$429k of rental assistance was provided, now at \$607k. THA is on track to spend it all by the end of the year, the Congressional deadline. This has been due to a great team effort with RA, Finance and CSE to convince people to take the funds. The total number of applications as of yesterday was 942 and staff will probably end the application process by the end of the week. EOC has been taking up a lot of Director LaRocque's time. RA is down to one person coming to the office everyday for mail and it seems to be working. Staff are missing the work environment. RA has had more cases of COVID but the good news is that everyone is getting better. It is quite shocking when it hits close to home.

Property Management

There have been challenges with staff working in the office one person at a time. This is particularly challenging for Property Management (PM) staff who are very hands-on with their work. Director Johnson is trying to support her staff to stay safe and has emphasized proper Personal Protective Equipment (PPE) for the work they do. Staff are continuing to do emergency and urgent work orders, but still not looking at regular routine work orders at this time. Staff are experiencing a little COVID exhaustion. PM staff have a huge responsibility for what they do and are eager to get back in the office. The turn team of six people is hard to keep on task. PM had a Skip meeting. Management was able to reassure staff that THA will understand the normal metrics with a necessary flexibility to account for the pandemic, such as unit turn times and time it takes to complete a work order or an inspection.

Arlington Drive is 50% leased with all other units spoken for. Marquis, Trina and Sherri, including the Y and CSE are all doing a great job. According to Marquis, 29 units were leased this week and she is doing more lease ups next week. Every unit has been spoken for with 231 people on the waitlist. For The Rise on 19th, 25 households are pre-approved to move into the property. Chair Rumbaugh asked how applications are prioritized for Arlington Drive. Marquis responded that the Y meets with the applicants and uses a priority system-based assessment to make sure there is a good match between service needs and the services available. The Y then tells THA who have been approved and who THA must now approve. Chair Rumbaugh asked for the Y's priorities. Director Hanauer stated that the Y developed a scoring rubric that takes into account vulnerabilities to make it as objective as possible. THA trusts the Y to fill the building with the most vulnerable yet stay within the service capacity of the building. Chair Rumbaugh asked what happens to those screened out. Director Hanauer responded that staff are trying to house as many as they can and the Y is working really hard to make sure the young people are hooked up with services beyond the Y, connected to Coordinated Entry and other housing options. 231 is a lot of people and that is why they closed the waitlist. Chair Rumbaugh asked how the juvenile justice system plays a role. It is an element of scoring criteria, according to Director Hanauer.

Real Estate Development

Real Estate Development (RED) staff reported that Arlington Drive has been the smoothest turnover working with PM. The credit goes to Marquis for her leadership. It has not always been easy turning over a building. The Rise is behind schedule because it ran into more COVID issues than Arlington. Staff are getting it ready to turn it over to PM next week. PM staff have been doing a great job and RA staff are getting people lined up. RED staff are continuing to work on the Hilltop project.

RED staff are meeting with Bob Fredrickson, THA's real estate broker, to strategize how to sell the lots at James Center North. Staff are closing out projects and getting things lined up for 2021. Chair Rumbaugh requested to meet with the Real Estate Development Committee.

The Trees project will close late January, which is good, and works well with everybody. The PBRA review with Housing and Urban Development (HUD) is going well. Staff engaged Ballard Spar. The first inspection on two buildings were done and staff are getting ready for the third, so moving right along. A Trees resolution will be submitted later for the \$2M restricted funds to be used to pay off the loan. RED had a meeting with the head of housing at the City and they want to give \$1.5M in CDBG funds. Jeff Robinson is leading the economic development and has been talking with Director McCormick. ED Mirra added that this is good news and all the credit to Director McCormick and how effective she is with relationships.

8. NEW BUSINESS

8.1 RESOLUTION 2020-12-09 (1) (THA's Conifer South Apartments and Modest Renovation - Use of Restricted Funds)

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

WHEREAS, On March 8, 2016, HUD gave THA Section 32 Approval to dispose of 34 public housing scattered sites; and

WHEREAS, Net proceeds and bank interest for these funds currently equals \$5,873,187; and

WHEREAS, On August 5, 2020, Tacoma Housing Authority (THA) Staff began engaging with consultants and legal representation regarding this project; and

WHEREAS, THA staff expect to use \$2,000,000 for costs associated with the acquisition and modest renovation of the Conifer South Apartments; and

WHEREAS, HUD restricts the use of these funds to increase affordable housing and requires HUD approval to use the funds; and

WHEREAS, All thirty-two (32) of the apartments are subject to a Project Based Rental Assistance contract administered by the Bremerton Housing Authority. This contract ensures affordability to extremely low, and low income households; and

WHEREAS, THA staff expect to be able to meet all HUD affordability requirements and that funds will be approved by HUD to acquire the Conifer South Apartments; now, therefore, be it

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

Apply to HUD for permission to use \$2,000,000 of restricted funds from the sale of public housing scattered sites for the acquisition of Conifer South Apartments and commit that all thirty-two (32) of the units will be affordable to households earning up to 50% AMI.

Commissioner Young motioned to approve the resolution. Commissioner Hodge seconded the motion.

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

Motion Approved: December 9, 2020

Stanley Rumbaugh, Chair

8.2 RESOLUTION 2020-12-09 (2)
(Fiscal year 2021 Annual Budget)

WHEREAS, The Housing Authority of the City of Tacoma (“Authority”) intends to incur expenses and other cash outflows for Fiscal Year 2021; and

WHEREAS, Authority staff has prepared and the Board of Commissioners of the Housing Authority of the City of Tacoma as reviewed and provided input to the proposed Fiscal Year 2021 annual budget; now, therefore, be it

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

The Board of Commissioners of the Housing Authority of the City of Tacoma adopts the attached FY 2021 Agency wide budget. Expenses and other cash outflows are projected as follows:

<u>Expenses</u>	
Administration	\$4,315,064
Client Support & Empowerment	4,881,867
Executive	1,485,686
Finance	1,871,396
Human Resources	919,122
Policy, Innovation and Evaluation	865,541
Property Management Overhead	1,880,629
Property Budgets	2,260,505
Rental Assistance	54,408,705
Real Estate Development	<u>2,794,518</u>
Subtotal	\$75,683,033
<u>Additional Cash Outflows</u>	
Debt Service	137,500
Capital Expenditures	11,540,000

Replacement Reserves	<u>172,652</u>
Subtotal	11,850,152
TOTAL APPROVED BUDGET	<u>\$87,533,185</u>

Commissioner Young motioned to approve the resolution. Commissioner Hodge seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: December 9, 2020

 Stanley Rumbaugh, Chair

8.3 RESOLUTION 2020-12-09 (3)
(Commitment of Agency and Moving to Work Reserves)

WHEREAS, For THA has to be effective in its mission it must plan its use of financial resources over multi-year periods and have assembled reserves for those purposes; and

WHEREAS, The Authority has assembled adequate reserves for those purposes through its responsible prudent, and patient management and budgeting; and

WHEREAS, The attached Schedule of MTW Reserve Commitments updates Resolution 2020-04-22 (2), and reflects the Authority's current plans for such capital and operational expenditures of THA's reserve's, both MTW and Non-MTW; and

WHEREAS, The Authority intends to include a Schedule of Board Commitments in the MTW annual report, including language that allows for shifting monies between the identified commitments; now, therefore, be it

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

1. The Board authorizes commitments of the Authority's Reserves as outlined in the attached Schedule of THA Reserve Commitments, subject to adjustment in future budgets and budget revisions.
2. The Board authorizes the Executive Director to include the latest THA Reserve Commitments in the annual MTW Report submitted to HUD.

Commissioner Young motioned to approve the resolution. Vice Chair Smith seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: December 9, 2020

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

Commissioner Young stated that as things move forward with the Bezos Foundation, he is curious to see what they request and what THA's response would be. He wants to make sure THA interprets things appropriately because Amazon as a culture tend to be quite literal in the use of words. Commissioner Young also urged everyone to be safe. COVID numbers do not look good and it is getting more personal. Chair Rumbaugh stated that for months COVID was out of the courthouse, but now jury members are falling sick. It is going to get worse before it gets better. Commissioner Hodge agreed. She thanked ED Mirra and staff who make THA look good. Commissioner Purter wished everyone a Merry Christmas and happy holidays and thanked everyone for their hard work. He echoed what Commissioner Hodge said: staff make THA look good.

10. EXECUTIVE SESSION

None.

11. ADJOURNMENT

There being no further business to conduct, the meeting ended at 6:28 pm.

APPROVED AS CORRECT

Adopted: January 27, 2021

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: January 21, 2021
Re: Executive Director's Monthly Report

This is my monthly report for January 2021. It supplements the departments' written reports.

For the past four months, the Board graciously allowed the departments to forego written report. We are grateful to the Board for that grace. Staff needed it to better focus on the work. That work shows in the reports that resume this month. It has been a challenging year. The past 4 months may have been particularly hard. I hope the Board shares my appreciation for a wonderful staff: for how serious they regard the work, their concern for clients, their powers of improvisation, the support they have shown to their colleagues, and their good humor through it all.

1. **LOOKING AHEAD TO 2021 – 2022**

January is a good time to pause, review the work to do, and look ahead. It is a time to make judgments about priorities. The Cabinet is in the middle of that discussion. We take our guidance from the Board's Vision and Mission statements and the 7 objectives. Our judgments will help determine the projects and other work to undertake over the next two years. I attach a printout of the open and future projects sorted by objective and strategy. It gives a good sense of the work.

I expect the discussion will highlight an age-old tension among the different types of work:

- **Strengthening Our Systems**
We need an effective focus on long-standing projects to strengthen our systems, such as business processes, completing the software conversion or trying something else, and creating our document management system.
- **Work to Do**
At the same time, we have pressing work to do, such as the maintenance and inspection work that has stacked up during the pandemic, staff to recruit and train, prepare for the end of the eviction moratorium, sharpen THA's racial equity work, and complete the baseline work of the agency that is the main preoccupation.
- **Opportunities**
We must remain alert for opportunities or concerns that come our way, often unbidden. *E.g.* property purchases, the Bezos Academy offer, legislative advocacy.

Stay tuned!

2. **ARLINGTON DRIVE: LEGISLATIVE REQUEST FOR \$4.25 MILLION**

Our legislative advocacy continues in support of our request for the \$4.25 million that Arlington Drive needs from the state legislature this session. At the Board meeting I will provide an update on the efforts. I have asked each Commissioner to speak up for the request

to legislators they may know. I have emailed material to the Commissioners that should equip you for those discussions.

I attach a list of the legislators important to our request. Please review this list for any legislators you know or are willing to call, and then let me know.

Thank you!



Tacoma Housing Authority Project Database

STRATEGIC OBJECTIVES, OPEN STRATEGIES AND OPEN/ FUTURE PROJECTS WITH DETAIL

January 21, 2021

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

STRATEGY: 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

AD-2021-001 - Administrative Services Department Reorganization	Open	Start: 01/08/2021 Due: 06/30/2021 Closed:	Reorganization of Administrative Services to provide leadership to diverse areas. This is necessary with the increased technology needs as well as additions to the department such as Procurement, BPI, document management, etc.
HR-2015-006 - Attendance Guidelines Pilot	Future	Start: 05/22/2015 Due: 01/31/2020 Closed:	Design and pilot a THA Attendance Guidelines project so that Managers will have a consistent method to hold employees accountable to attendance expectations.

EX-2016-001 - Business Process: Posting to Share Drive	Open	Start: 01/15/2016 Due: 12/15/2017 Closed:	Create a business process detailing the necessary steps to submit documents to be saved to the Share drive.
EX-2019-007 - Cabinet Team Building and Succession Planning	Open	Start: 06/13/2019 Due: 12/31/2021 Closed:	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. It will also plan and prepare for further staff transitions.
HR-2014-005 - Career Development Committee	Future	Start: 05/13/2014 Due: 12/31/2015 Closed:	Work with this Committee to respond to the 2013 Employee Opinion Survey requests for development and training opportunities
HR-2015-001 - COO Recruitment	Future	Start: 01/28/2015 Due: 12/31/2015 Closed:	THA will procure and work with an executive search firm to conduct a nationwide search to recruit and hire a top notch professional Chief Operating Officer.
HR-2020-001 - Director of Human Resources Recruitment	Open	Start: 09/30/2020 Due: 04/15/2021 Closed:	THA will procure and work with an executive search firm to conduct a nationwide search to recruit and hire a top-notch professional director for HR
EX-2020-001 - Employee Appreciation Event, 2020	Open	Start: 11/05/2020 Due: 12/25/2020 Closed:	THA staff will have a Zoom meeting with different breakout rooms for its annual Employee Appreciation event on Friday, December 11, 2020 at 11:00 am. This project pertains to the planning effort.
HR-2017-018 - Family-Friendly THA	Open	Start: 04/04/2017 Due: 12/31/2019 Closed:	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	Start: 10/31/2018 Due: 12/31/2020 Closed:	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	Start: 09/09/2019 Due: 08/31/2020 Closed:	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	Start: 06/25/2020 Due: Closed:	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	Start: 02/28/2016 Due: 06/30/2020 Closed:	Provide new hires with a more robust and formal introduction to THA.
HR-2016-001 - Performance Evaluation-research and procure	Future	Start: 01/05/2016 Due: 10/02/2017 Closed:	A new performance evaluation system will be researched and purchased. The process of finding the right new evaluation will be vetted with OPEIU, Trades and non-rep employees.
PI-2016-002 - Salishan Association Newsletter	Future	Start: 07/01/2016 Due: Closed:	Create a newsletter for the community of Salishan in partnership with Salishan Association. Scott will provide editing, page design and print assistance. SA will provide content and pay for the printing and mailing. The newsletter will be a quarterly.
HR-2013-010 - Survey-EE Opinion	Future	Start: 11/01/2013 Due: 04/30/2018 Closed:	The HR dept will use the same opinion survey used in previous years one last time. This will allow THA to see comparative data from previous survey years.
HR-2019-001 - THA Job Description revision project	Future	Start: 11/15/2019 Due: 11/30/2020 Closed:	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.
HR-2016-005 - Timekeeping Project	Future	Start: 08/29/2016 Due: 12/27/2019 Closed:	In response to a 2015 DOL Wage/Hour audit, THA agreed to purchase and implement an improved timekeeping system for Non-exempt staff.
HR-2008-003 - Top Places to Work	Future	Start: 01/22/2008	The Business Examiner annually surveys employees of companies and

Designation			Due: Closed:	organizations in the South Puget Sound region to identify the 'best places to work.' This project will be THA's effort to earn this designation.
HR-2014-004 - Veteran's Hiring Plan	Future	Start: 04/20/2014 Due: Closed:		The HR department will undertake to explore options for recruiting and hiring veteran's. We will design and implement a plan and work towards a successful program.
STRATEGY: EFFICIENT,TRANSPARENT AND COMPLIANT FINANCIAL AND ADMINISTRATIVE SYSTEMS	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

PM-2019-010 - 2020 HUD CFP	Open	Start: 11/22/2019 Due: 04/15/2021 Closed:	Capital Fund Purposes This grant is WA01P005501-19 for \$926,974 Begin Date 4/16/2019 - end 4/15/2021
PI-2021-001 - 2020 MTW Report	Future	Start: 01/05/2021 Due: 03/31/2021 Closed:	This project outlines the requirements of THA's annual MTW Report.
AD-2021-001 - Administrative Services Department Reorganization	Open	Start: 01/08/2021 Due: 06/30/2021 Closed:	Reorganization of Administrative Services to provide leadership to diverse areas. This is necessary with the increased technology needs as well as additions to the department such as Procurement, BPI, document management, etc.
EX-2006-010 - Agency Wide Calendar	Future	Start: 02/26/2006 Due: Closed:	This project will create a shared electronic calendar to depict the many mandatory deadlines governing THA's activities, both regular and irregular. This will help us track these deadlines. It will also help the entire agency understand what deadlines face the different departments.
AD-2011-014 - AM - Property Contractual Obligations, Rights and Deadline Tracking	Open	Start: 08/09/2011 Due: 12/31/2060 Closed:	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.

FD-2019-002 - Bad Debts: Review of How THA Manages Bad Debts that Clients Owe	Future	Start: 05/27/2019 Due: 12/31/2019 Closed:	Sometimes clients or former owe THA money. Usually they were tenants leaving owing money for unpaid rent or damages. THA presently refers some of these to collection agencies and reports them to credit bureaus. This project will review whether THA should instead forego those steps to avoid making a hard life harder.
EX-2015-005 - Board Commissioner Recruitment	Open	Start: 05/02/2015 Due: Closed:	The Commissioners on THA's board provide essential leadership, strategic direction and support to THA and staff. By law, Tacoma's 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	Start: 05/30/2017 Due: 12/29/2017 Closed:	Create a streamline policy tool to replace the Admin Plan and ACOP
FD-2019-003 - Budget Process - FY 2020	Open	Start: 09/19/2019 Due: 01/31/2020 Closed:	Budget Process for 2020
FD-2019-001 - Budget Software Purchase	Open	Start: 05/07/2019 Due: 09/30/2019 Closed:	Purchase Budget Software to transition from current Excel spreadsheets.
EX-2006-023 - Executive: Miscellaneous	Open	Start: 06/16/2006 Due: Closed:	This project refers to miscellaneous tasks in the Executive Department. It will be a place to record and track more minor tasks that are not worth their own project entry.
FD-2011-003 - Payroll Service review	Future	Start: 12/12/2011 Due: 12/31/2019 Closed:	Current payroll system is challenging both to staff and administratively. The goal is to review, go out for RFP, and possibly change to a system that better suits the agencies needs in 2012
AD-2019-005 - Procurement Compliant	Open	Start: 04/08/2019 Due: 12/31/2022	Bring THA compliant with CFR 200 in actions and to train staff in depth.

		Closed:		
EX-2006-026 - Project Management Data Base	Open	Start: 06/16/2006 Due: 12/01/2021 Closed:	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.	
PM-2016-005 - Property Management: Miscellaneous	Open	Start: 10/11/2016 Due: Closed:	This project is a place to record in its project outline tasks that are not worth their own project but are nevertheless worth tracking.	
EX-2015-013 - THA Restructuring	Future	Start: 07/09/2015 Due: Closed:	This project will consider alternative ways THA may organize its activities for several purposes: (i) to better protect its reserves from HUD recapture; (ii) to make it more appealing to donors and investors; (iii) to reduce its cost; (iv) improve its efficiency.	
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	Start: 12/29/2018 Due: 09/01/2021 Closed:	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.	
FD-2021-002 - Transition Accounts Receivable to new platform	Open	Start: 01/10/2021 Due: 12/31/2021 Closed:	Current AR platform for tenants is not user friendly and needs to be replaced	
FD-2021-001 - Yooz AP Automation	Open	Start: 01/10/2021 Due: 05/31/2021 Closed:	Implement AP Automation tool to standardize AP process making it more efficient	
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

AD-2021-001 - Administrative Services Department Reorganization	Open	Start: 01/08/2021 Due: 06/30/2021 Closed:	Reorganization of Administrative Services to provide leadership to diverse areas. This is necessary with the increased technology needs as well as additions to the department such as Procurement, BPI, document management, etc.
FD-2019-002 - Bad Debts: Review of How THA Manages Bad Debts that Clients Owe	Future	Start: 05/27/2019 Due: 12/31/2019 Closed:	Sometimes clients or former owe THA money. Usually they were tenants leaving owing money for unpaid rent or damages. THA presently refers some of these to collection agencies and reports them to credit bureaus. This project will review whether THA should instead forego those steps to avoid making a hard life harder.
RD-2019-003 - Bamford Foundation Grant for Children's Tower at Bay Terrace	Open	Start: 02/14/2019 Due: 10/31/2020 Closed:	The Bamford Foundation is providing \$25,000 towards the construction of the Children's Tower Play Equipment at Bay Terrace
EX-2016-004 - Business Process: BOC Travel Authority	Open	Start: 01/15/2016 Due: 02/24/2017 Closed:	Create a business process detailing the necessary steps for requesting travel advance and submitting a travel request for Board Commissioners.
EX-2020-010 - Business Process: Director Transition	Open	Start: 11/05/2020 Due: 02/26/2021 Closed:	The Director Transition Business Process will detail the necessary steps to take after a Director exits his/her/their position to ensure that the department continues to function with some guidance in the interim.
EX-2015-014 - Business Process: Public Records Request	Open	Start: 08/17/2015 Due: 02/24/2017 Closed:	Update the business process for Public Records Request with laws that have changed.
EX-2019-004 - Business Process: Reserving THA Rooms & Vehicles	Open	Start: 05/20/2019 Due: 07/31/2019 Closed:	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	Open	Start: 01/15/2016 Due: 01/27/2017	Create a business process of uploading Board information and reports online to allow the public to view information.

Board Documents to THA Site		Closed:	
EX-2020-006 - COVID 19: Face Masks Distribution to THA Clients	Open	Start: 07/06/2020 Due: 08/07/2020 Closed:	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.
AD-2020-009 - Electronic Signatures on THA Documents	Open	Start: 10/09/2020 Due: 02/28/2021 Closed:	Move to electronic signatures as allowed on all THA documents
PI-2019-008 - Family Self Sufficiency Evaluation	Open	Start: 07/05/2019 Due: 08/31/2020 Closed:	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	Start: 06/13/2019 Due: 06/30/2020 Closed:	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	Start: 07/01/2017 Due: 12/31/2024 Closed:	Security project in partnership with Genetec
AD-2020-007 - New Project Management Tool	Open	Start: 06/25/2020 Due: Closed:	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	Start: 06/25/2020 Due: Closed:	Technical assessment of OpenDoor system integrity.
RA-2017-013 - Referral and Information Plan	Open	Start: 02/26/2006 Due: 05/31/2019 Closed:	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	Start: 04/29/2020 Due: 05/29/2020 Closed:	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
EX-2007-022 - Salishan Shine	Future	Start: 01/17/2007 Due: Closed:	This project will design, raise money for and install additional features to Salishan and THA's other properties to make them shine. It will do this in a way that will engage the residents and neighbors, especially children, and help them unite as communities.
PI-2008-001 - Segregation of Seniors and Younger Disabled Persons in THA High Rises	Future	Start: 06/16/2008 Due: Closed:	Federal law permits THA to segregate by building or by floor the seniors from the younger disabled persons in its High Rises that are presently reserved for both. There are reasons why this would be helpful and popular, as well as unhelpful and unpopular. This project will determine whether THA shall do this and, if so, get it done.
AD-2020-003 - StateFarm Grant for Emergency Kits at S & D Buildings	Open	Start: 03/31/2020 Due: 09/30/2020 Closed:	Grant for emergency kits at S & D buildings
FD-2021-002 - Transition Accounts Receivable to new platform	Open	Start: 01/10/2021 Due: 12/31/2021 Closed:	Current AR platform for tenants is not user friendly and needs to be replaced
PI-2013-004 - UWT Evaluation of THA's Programs and Projects	Future	Start: 06/12/2013 Due: Closed:	THA needs to evaluate the effectiveness of its programs and projects and to learn from the literature of data and research describing the experience of others. This project explores how TH might do this in partnership with UWT and how THA and UWT may find funding to pay for the evaluation activities.
EX-2020-007 - Web Site Enhancements: Ongoing	Open	Start: 09/22/2020 Due: 06/30/2021 Closed:	THA is rebuilding its web site. That work is the subject of another project. That new web site will be the platform for other features, such as portals. Listing those features to be built is the purpose of this project. Building those features may require still separate projects.
FD-2021-001 - Yooz AP Automation	Open	Start: 01/10/2021 Due: 05/31/2021 Closed:	Implement AP Automation tool to standardize AP process making it more efficient

STRATEGY: INFORMATION AND DOCUMENT MANAGEMENT

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

PI-2021-001 - 2020 MTW Report	Future	Start: 01/05/2021 Due: 03/31/2021 Closed:	This project outlines the requirements of THA's annual MTW Report.
AD-2006-002 - Admin - Document Management System Design and Creation	Open	Start: 03/16/2007 Due: 12/31/2021 Closed:	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.
AD-2021-001 - Administrative Services Department Reorganization	Open	Start: 01/08/2021 Due: 06/30/2021 Closed:	Reorganization of Administrative Services to provide leadership to diverse areas. This is necessary with the increased technology needs as well as additions to the department such as Procurement, BPI, document management, etc.
EX-2016-012 - Business Process: Executive Administrator General Administration	Open	Start: 11/08/2016 Due: 03/31/2017 Closed:	Update the business process for EA General Administration.
PI-2014-002 - DSHS Data Sharing Project	Future	Start: 08/29/2014 Due: 12/29/2017 Closed:	THA, the Seattle Housing Authority and the King County Housing Authority have signed a data sharing agreement with DSHS. This will allow DSHS to aggregate our data with data DSHS collects from state programs and school districts. This should allow PHAs to better understand and serve its populations. This project will manage the contract and make it as useful as possible to THA and the other PHAs.
AD-2020-009 - Electronic Signatures on THA Documents	Open	Start: 10/09/2020 Due: 02/28/2021 Closed:	Move to electronic signatures as allowed on all THA documents

RA-2017-011 - HUD HCV Audit Findings	Open	Start: 09/29/2017 Due: 11/30/2017 Closed:	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	Start: 06/13/2019 Due: 06/30/2020 Closed:	Project created to track the ongoing work with Barracuda to unstub email that was archived with the Barracuda Message Archiver.
AD-2020-008 - Laserfiche Electronic Content Management System (ECM)	Open	Start: 06/25/2020 Due: Closed:	Implement Laserfiche Electronic Content Management System for organization.
PI-2018-012 - Moving to Work Report 2018	Open	Start: 12/27/2018 Due: 03/29/2019 Closed:	This project outlines the requirements of THA's annual MTW Report. The Report compares THA's activities with its MTW Plan. The Report will provide the information, in compliance with HUD form 50900, necessary for HUD to assess THA's activities. The Report is due to HUD for its review annually, no later than 90 days after the end of the Fiscal Year.
EX-2006-026 - Project Management Data Base	Open	Start: 06/16/2006 Due: 12/01/2021 Closed:	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.
PI-2016-002 - Salishan Association Newsletter	Future	Start: 07/01/2016 Due: Closed:	Create a newsletter for the community of Salishan in partnership with Salishan Association. Scott will provide editing, page design and print assistance. SA will provide content and pay for the printing and mailing. The newsletter will be a quarterly.

STRATEGY: REVIEW AND CLARIFY POLICIES AND PROCEDURES 12/30/2006 OPEN

THA will have clear policies and procedures.

PROJECTS FOR THE REVIEW AND CLARIFY POLICIES AND PROCEDURES STRATEGY

PI-2021-001 - 2020 MTW Report	Future	Start: 01/05/2021 Due: 03/31/2021 Closed:	This project outlines the requirements of THA's annual MTW Report.
PI-2020-003 - Administrative Plan-Rewrite 2020	Open	Start: 04/07/2020 Due: 04/30/2021 Closed:	This project will undertake recreating THA's current Administrative Plan which governs all of THA's Housing Choice Voucher programs.
AD-2021-001 - Administrative Services Department Reorganization	Open	Start: 01/08/2021 Due: 06/30/2021 Closed:	Reorganization of Administrative Services to provide leadership to diverse areas. This is necessary with the increased technology needs as well as additions to the department such as Procurement, BPI, document management, etc.
FD-2019-002 - Bad Debts: Review of How THA Manages Bad Debts that Clients Owe	Future	Start: 05/27/2019 Due: 12/31/2019 Closed:	Sometimes clients or former owe THA money. Usually they were tenants leaving owing money for unpaid rent or damages. THA presently refers some of these to collection agencies and reports them to credit bureaus. This project will review whether THA should instead forego those steps to avoid making a hard life harder.
AD-2018-004 - BPI - Business Process Inventory - Current State Documentation	Open	Start: 07/02/2018 Due: Closed:	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	Start: 01/31/2018 Due: 06/29/2018 Closed:	There are a few Board of Commissioner (BOC)-related process that should be combined into one process under Executive.
PI-2016-010 - Criminal History Policies - Review Processes	Future	Start: 10/24/2016 Due: 12/31/2018 Closed:	This project will review THA's use of applicants' criminal history for screening purposes. It will also establish a reinstatement provision for households that were terminated from THA programs based on a preponderance of the evidence.
CS-2017-015 - Department Employee	Open	Start: 03/31/2017	Development of Employee Handbook and Business Processes

Handbook			Due: 06/15/2017 Closed:	
AD-2020-009 - Electronic Signatures on THA Documents	Open	Start: 10/09/2020 Due: 02/28/2021 Closed:	Move to electronic signatures as allowed on all THA documents	
AD-2019-005 - Procurement Compliant	Open	Start: 04/08/2019 Due: 12/31/2022 Closed:	Bring THA compliant with CFR 200 in actions and to train staff in depth.	
PI-2016-014 - Rapid Rehousing Grant Monitoring Requirements	Open	Start: 12/14/2016 Due: Closed:	This project will outline Tacoma Housing Authority's (THA) pass-through entity requirements to monitor Pierce County as a sub-recipient of Federal (MTW) dollars. It will also outline quarterly and annual performance report due dates.	
CS-2013-007 - Training: Trauma Informed Care and Motivational Interviewing	Open	Start: 10/17/2013 Due: 07/28/2017 Closed:	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 Care and Motivational Interviewing	Open	Start: 10/17/2013 Due: 07/28/2017 Closed:	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.	
STRATEGY: STRATEGIC PLANNING	12/30/2006	OPEN	THA will devise a way to integrate strategic planning into its regular annual cycle of decision making.	

PROJECTS FOR THE STRATEGIC PLANNING STRATEGY

PI-2021-001 - 2020 MTW Report	Future	Start: 01/05/2021 Due: 03/31/2021 Closed:	This project outlines the requirements of THA's annual MTW Report.
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PM-2020-007 - Appliance Asset Distribution - Salishan	Open	Start: 07/14/2020 Due: 04/01/2021 Closed:	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.
CS-2020-005 - Ballmer Group Grant for Education Project	Open	Start: 06/15/2020 Due: 12/31/2021 Closed:	\$792,000 grant to take elements of the Education Project to scale and make sustainable. Over 2 years. No match Required
AD-2020-002 - Covid-19 Response	Open	Start: 03/12/2020 Due: 12/31/2021 Closed:	Covid-19 Response and Planning
PI-2019-008 - Family Self Sufficiency Evaluation	Open	Start: 07/05/2019 Due: 08/31/2020 Closed:	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	Start: 06/25/2020 Due: Closed:	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	Start: 06/25/2020 Due: Closed:	Technical assessment of OpenDoor system integrity.
EX-2006-026 - Project Management Data Base	Open	Start: 06/16/2006 Due: 12/01/2021 Closed:	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.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	Start: 04/29/2020 Due: 05/29/2020 Closed:	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	Start: 08/19/2016 Due: 11/30/2017 Closed:	To conserve water throughout the Salishan property
PI-2017-001 - Strategic Plan Digital Dashboard	Future	Start: 01/27/2017 Due: Closed:	THA will devise a Digital Dashboard that reflects the Strategic Plan data metrics for our established performance measures. The goal is a visual tool that is easy to understand and will aid in making decisions related to our strategic directives and the work of the agency.
EX-2008-021 - Strategic Planning Process Design and Initial Implementation	Future	Start: 10/07/2008 Due: Closed:	THA will devise an annual process for the Board to set and review the agency's mission and strategic direction, with appropriate performance measures. The goal is a process that is manageable, reflective and enjoyable. This project will also devise the on-line system for recording these strategic directives and linking them with the work of the agency.
EX-2011-007 - THA Merger or Combination with Other PHAs: Consultation and Study	Future	Start: 08/26/2011 Due: Closed:	This project will review the feasibility, advantages and disadvantages of THA's merger with surrounding non-MTW public housing authorities for two purposes: (i) to give confer on their programs and communities the advantages of MTW statuts; (ii) to save money with by combining administrative operations.
RA-2017-012 - Voucher Utilization Rate Improvement	Open	Start: 01/27/2017 Due: 12/31/2019 Closed:	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.
EX-2017-005 - Washington State Quality Assurance Lite Assessment	Future	Start: 01/16/2017 Due: Closed:	THA will apply for a Washington State Quality Lite Assessment THA did this in 2012. See Project EX-2006-1. It will do this again for three reasons. (1) The effort can help THA improve its work. (2) Washington law requires recipients of state funding to apply for these assessments every three years. (3) Doing this makes THA more competitive for funding generally.

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

STRATEGY: 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	Start: 07/05/2019 Due: 08/31/2020 Closed:	This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
PI-2020-001 - Foundation for Tacoma Students Community Learning Grant	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:	Evaluation of the CHAP students that dis-enrolled from TCC and UWT
PI-2019-009 - Foundation for Tacoma Students Grant -Tacoma Completes	Open	Start: 07/23/2019 Due: 07/31/2021 Closed:	Grant from FFTS to support 1 FTE Post Secondary Education Project Manager. Plus \$5000 donation for participation in Advisory Group (2019-10-22)
RD-2012-001 - Innovative Housing Design and Construction Techniques	Future	Start: 01/25/2012 Due: Closed:	This project will canvas, convene and consider informed views about alternative designs, methods and material for the construction of affordable housing that would be significantly less expensive than our present practices. This project will allow THA to make some informed choices for how it designs and builds housing.
RD-2020-001 - Philanthropy Northwest Grant for Census 2020	Open	Start: 01/23/2020 Due: 08/31/2020 Closed:	Grant for outreach and awareness campaign for 2020 Census \$15,000 + add'l unrestricted \$7000 = \$22,000
EX-2020-009 - Pierce County Affordable	Open	Start: 11/01/2020	The Pierce County Council is considering new policies for the

Housing Policy			Due: Closed:	preservation and creation of affordable housing. It has convened several advisory groups for the purpose. It has asked THA to serve on them. This project will manage that participation.
RA-2019-010 - Rapoport Foundation Grant for CHAP-DOC	Open		Start: 12/09/2019 Due: 12/31/2021 Closed:	\$65,000 for CHAP -DOC pilot
EX-2013-005 - Tacoma Gang Reduction Executive Steering Committee	Open		Start: 12/22/2013 Due: 06/01/2021 Closed:	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		Start: 12/22/2013 Due: 06/01/2021 Closed:	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		Start: 09/30/2006 Due: Closed:	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.
STRATEGY: ADVOCACY FOR AFFORDABLE HOUSING		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

EX-2020-008 - Arlington Apartments Grand Opening	Open		Start: 10/06/2020 Due: 10/01/2021 Closed:	The Tacoma Housing Authority will promote the grand opening of the Arlington Apartments at the Arlington Drive Youth Campus in November. Due to the Coronavirus Pandemic we will use digital means to host the event.
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RD-2020-003 - City of Tacoma NCS Grant for Community Mobilization 2021-2022	Open	Start: 12/14/2020 Due: 12/31/2022 Closed:	Community Mobilization
PI-2020-001 - Foundation for Tacoma Students Community Learning Grant	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:	Evaluation of the CHAP students that dis-enrolled from TCC and UWT
PI-2019-009 - Foundation for Tacoma Students Grant -Tacoma Completes	Open	Start: 07/23/2019 Due: 07/31/2021 Closed:	Grant from FFTS to support 1 FTE Post Secondary Education Project Manager. Plus \$5000 donation for participation in Advisory Group (2019-10-22)
CS-2017-032 - Health Care and Housing Partnerships	Open	Start: 06/22/2017 Due: 12/30/2020 Closed:	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	Start: 06/27/2018 Due: 09/30/2018 Closed:	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	Start: 02/05/2017 Due: 11/01/2017 Closed:	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	Open	Start: 12/29/2018 Due: 01/01/2020	This project will explore the feasibility of creating an investment fund for the purpose of raising money and providing a return on investment

Its Feasibility		Closed:	for the purchase or development in the Tacoma area of housing for low-income persons.
RA-2017-010 - Payment Standards Analysis	Open	Start: 08/24/2016 Due: Closed:	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.
RD-2020-001 - Philanthropy Northwest Grant for Census 2020	Open	Start: 01/23/2020 Due: 08/31/2020 Closed:	Grant for outreach and awareness campaign for 2020 Census \$15,000 + addtl unrestricted \$7000 = \$22,000
EX-2020-009 - Pierce County Affordable Housing Policy	Open	Start: 11/01/2020 Due: Closed:	The Pierce County Council is considering new policies for the preservation and creation of affordable housing. It has convened several advisory groups for the purpose. It has asked THA to serve on them. This project will manage that participation.
RA-2018-001 - Rent Market Survey	Future	Start: Due: Closed:	This project exists to determine whether THA should commission a market survey to contest HUD's FMRs for our area in order to increase out HAP and to also outline how THA will get it done if we choose to petition.
PI-2016-002 - Salishan Association Newsletter	Future	Start: 07/01/2016 Due: Closed:	Create a newsletter for the community of Salishan in partnership with Salishan Association. Scott will provide editing, page design and print assistance. SA will provide content and pay for the printing and mailing. The newsletter will be a quarterly.
RD-2018-009 - Sound Transit As a Source of Affordable Housing Resources	Open	Start: 12/30/2018 Due: 07/28/2019 Closed:	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,	Open	Start: 12/29/2018 Due: 09/01/2021	The Tacoma Housing Development Group (THDG) is THA's nonprofit affiliate. THA uses it for housing development financing and to receive

By-Laws and Board

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: COMMUNITY RELATIONS OUTREACH

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	Start: 11/21/2016 Due: 01/01/2021 Closed:	Community engagement activities that highlight the availability and access to community resources, including the 311 program, to Hilltop community residents.
EX-2015-007 - Advisory Board for THA: Consideration and Planning	Future	Start: 05/06/2015 Due: Closed:	This project will consider creating a THA advisory board. Such a board would serve four purposes: (1) advise on policy choices; (2) embed THA's work more firmly in the community; (3) raise community support and funds; (4) nurture future THA commissioners. If THA decides to create one, this project will create it.
EX-2020-008 - Arlington Apartments Grand Opening	Open	Start: 10/06/2020 Due: 10/01/2021 Closed:	The Tacoma Housing Authority will promote the grand opening of the Arlington Apartments at the Arlington Drive Youth Campus in November. Due to the Coronavirus Pandemic we will use digital means to host the event.
EX-2015-015 - Business Process: New BOC Member Orientation	Open	Start: 08/20/2015 Due: 06/30/2017 Closed:	Create a business process to orient new commissioners to the THA Board.
RD-2019-015 - Census 2020 Initiative	Open	Start: 11/26/2019 Due: 06/30/2020 Closed:	The Census 2020 Initiative aims to mobilize a community led effort that will maximize participation in the 2020 Census Among THA clients.
RD-2019-002 - City of Tacoma Community 311 Mobilization Grant 2019-	Open	Start: 01/08/2019 Due: 12/31/2020	\$75,000 to Support Outreach and Community Mobilization in the Hilltop (promote 311 and connect with residents) over 2 years

2020		Closed:	
RD-2020-003 - City of Tacoma NCS Grant for Community Mobilization 2021-2022	Open	Start: 12/14/2020 Due: 12/31/2022 Closed:	Community Mobilization
AD-2020-002 - Covid-19 Response	Open	Start: 03/12/2020 Due: 12/31/2021 Closed:	Covid-19 Response and Planning
RA-2019-003 - Family Unification Program (FUP) Vouchers - Preparing for THA's Application	Open	Start: 04/26/2019 Due: 12/31/2019 Closed:	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.
PI-2020-001 - Foundation for Tacoma Students Community Learning Grant	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:	Evaluation of the CHAP students that dis-enrolled from TCC and UWT
RD-2019-013 - Greater Tacoma Community Foundation Grant for 2020 Census	Open	Start: 11/22/2019 Due: 06/30/2020 Closed:	Grant for outreach and awareness campaign for 2020 Census
RD-2017-016 - Hilltop - Neighborhood Revitalization Master Planning	Open	Start: 11/09/2017 Due: 12/31/2019 Closed:	\$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-2020-001 - Philanthropy Northwest Grant for Census 2020	Open	Start: 01/23/2020 Due: 08/31/2020 Closed:	Grant for outreach and awareness campaign for 2020 Census \$15,000 + addt'l unrestricted \$7000 = \$22,000
PI-2016-002 - Salishan Association Newsletter	Future	Start: 07/01/2016 Due: Closed:	Create a newsletter for the community of Salishan in partnership with Salishan Association. Scott will provide editing, page design and print assistance. SA will provide content and pay for the printing and mailing. The newsletter will be a quarterly.

EX-2018-005 - Tenant Protection Policy Proposals: City of Tacoma - State of Washington	Open	Start: 06/06/2018 Due: 06/01/2021 Closed:	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.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	Start: 12/29/2018 Due: 09/01/2021 Closed:	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
ENVIRONMENTAL RESPONSIBILITY	2/27/2013	OPEN	THA WILL DEVELOP AND OPERATE ITS PROPERTIES IN A WAY THAT PRESERVES AND PROTECTS NATURAL RESOURCES.

STRATEGIES FOR THE ENVIRONMENTAL RESPONSIBILITY STRATEGIC OBJECTIVE

STRATEGY: ENVIRONMENTAL INNOVATION	12/30/2006	OPEN	THA will build in ways that earn certification or recognition for environmental innovation.
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PROJECTS FOR THE ENVIRONMENTAL INNOVATION STRATEGY

RD-2018-007 - BEF Grant for \$28,000 - balance of Solar Panels at Arlington CRC	Open	Start: 12/26/2018 Due: 06/30/2020 Closed:	Solar Panels at the CRC to help offset operations costs. Contract extended to 6/30/2020
RD-2018-006 - TPU Evergreen Options Grant for Solar at Arlington CRC	Open	Start: 11/02/2018 Due: 11/06/2020 Closed:	Evergreen Options Grant for \$50,000 - Solar panels at the Arlington CRC

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.
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Strategic Objective	Date	Status	Description
FINANCIALLY SUSTAINABLE OPERATIONS	2/27/2013	OPEN	THA SEEKS TO BE MORE FINANCIALLY SELF-SUSTAINING.
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.
PROJECTS FOR THE CONTRACT ADMINISTRATION STRATEGY			
AD-2020-005 - Elevator Portfolio Repair	Open	Start: 06/22/2020 Due: 12/31/2030 Closed:	The purpose of this project is to schedule repairs to our portfolio elevators.
AD-2019-005 - Procurement Compliant	Open	Start: 04/08/2019 Due: 12/31/2022 Closed:	Bring THA compliant with CFR 200 in actions and to train staff in depth.
STRATEGY: DEVELOP PROPERTY THAT PRODUCES A NET INCOME	12/30/2006	OPEN	THA will seek to develop properties that produce a sustainable net income that would be available for other THA programs.
PROJECTS FOR THE DEVELOP PROPERTY THAT PRODUCES A NET INCOME STRATEGY			
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	Start: 04/29/2020 Due: 05/29/2020 Closed:	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	Start: 10/26/2007 Due: 12/31/2017 Closed:	New Salishan will have an Community Center of of several buildings thatat will include a variety of youth and adult activities and services.
STRATEGY: FUND DEVELOPMENT THROUGH DONATIONS	12/30/2006	OPEN	Fund Development Through Donations
PROJECTS FOR THE FUND DEVELOPMENT THROUGH DONATIONS STRATEGY			
EX-2020-008 - Arlington Apartments Grand Opening	Open	Start: 10/06/2020 Due: 10/01/2021 Closed:	The Tacoma Housing Authority will promote the grand opening of the Arlington Apartments at the Arlington Drive Youth Campus in November. Due to the Coronavirus Pandemic we will use digital means to host the event.
RD-2018-007 - BEF Grant for \$28,000 - balance of Solar Panels at Arlington CRC	Open	Start: 12/26/2018 Due: 06/30/2020 Closed:	Solar Panels at the CRC to help offset operations costs. Contract extended to 6/30/2020
PI-2019-005 - Greater Tacoma Community Foundation - Todd & Teresa Silver Fund for ED PRJ	Open	Start: 06/07/2019 Due: 12/31/2021 Closed:	\$100,000 per year - 3 years to support Education Project
RA-2020-002 - Key Bank Grant for COVID Response Housing Barrier Fund	Open	Start: 10/26/2020 Due: 01/29/2021 Closed:	Grant to help with COVID Related relief for our client and tenants
RA-2019-009 - Kresge Grant for taking CHAP to scale (PBS, Operating Fund, Data)	Open	Start: 11/19/2019 Due: 08/31/2022 Closed:	\$500,000 to support strategies that take CHAP to scale- Kresge #R-1910-286565
AD-2020-011 - Pierce County CARES Act for Affordable Housing Operations	Open	Start: 12/23/2020 Due: 12/31/2021 Closed:	CARES Act grant for losses related to COVID for affordable housing operators.
RA-2019-010 - Rapoport Foundation Grant for CHAP-DOC	Open	Start: 12/09/2019 Due: 12/31/2021 Closed:	\$65,000 for CHAP -DOC pilot
AD-2020-003 - StateFarm Grant for	Open	Start: 03/31/2020	Grant for emergency kits at S & D buildings

Emergency Kits at S & D Buildings		Due: 09/30/2020 Closed:	
RD-2018-006 - TPU Evergreen Options Grant for Solar at Arlington CRC	Open	Start: 11/02/2018 Due: 11/06/2020 Closed:	Evergreen Options Grant for \$50,000 - Solar panels at the Arlington CRC
STRATEGY: SALE OF SURPLUS OR UNDERPERFORMING PROPERTY	12/30/2006	OPEN	Sell THA's surplus or underperforming properties.
STRATEGY: SELL SERVICES OR PRODUCTS	12/30/2006	OPEN	THA will sell services or products that it has developed.
PROJECTS FOR THE SELL SERVICES OR PRODUCTS STRATEGY			
RD-2016-012 - COT Project Management	Open	Start: 12/03/2018 Due: Closed:	This project is used to track the work done for the City of Tacoma.
RD-2018-008 - Home Purchase, Fix-Up and Reselling Business: Feasibility Assessment	Future	Start: Due: 04/28/2021 Closed:	This project will explore the feasibility of THA engaging in the business of buying, fixing-up and selling single family homes. THA would do this for three reasons: to protect and enhance neighborhoods, to provide low-income purchasers with responsible homeownership chances, and to make money.
AD-2018-001 - IT - Ongoing Oversight of THA's Reasonable Accommodation Patent	Open	Start: 01/05/2018 Due: 12/31/2020 Closed:	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.
CS-2008-001 - Mortgage Brokerage Services	Future	Start: 02/01/2008 Due: Closed:	THA will assess whether it should and could offer mortgage brokering services to low-income households to increase their responsible and affordable homeownership opportunities. If this service is both desirable and feasible, this project will also devise a business plan.

EX-2017-011 - Real Estate Development Activities Tool Kit	Future	Start: 03/10/2011 Due: 03/31/2017 Closed:	THA has several development tools, e.g. bonds, its status as a Community Development Entity, its ability to borrow money, its own sources of capital, its status as a public development authority. This project will produce a written analysis of these tools and describe how THA might use them for at least three purposes: (i) to further develop of its own properties; (ii) to promote community development; (iii) to make money.
CS-2007-010 - Selling Property Inspection Services	Future	Start: 10/09/2007 Due: Closed:	This project will explore, and if appropriate, pursue the business of selling property inspector services to the City of Tacoma. The City may need inspectors if it passes a new licensing ordinance for landlords that will require all rental properties to pass inspection.
PM-2007-004 - Selling Property Management Services	Future	Start: 06/25/2007 Due: Closed:	This project pertains to THA's efforts to sell its property management services to earn money. This project will devise a business plan for that purpose.
EX-2018-010 - THDG: Refresh its Purpose, By-Laws and Board	Open	Start: 12/29/2018 Due: 09/01/2021 Closed:	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

STRATEGY: SELF-SUFFICIENCY PROGRAMS	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

FD-2019-002 - Bad Debts: Review of How THA Manages Bad Debts that Clients Owe	Future	Start: 05/27/2019 Due: 12/31/2019 Closed:	Sometimes clients or former owe THA money. Usually they were tenants leaving owing money for unpaid rent or damages. THA presently refers some of these to collection agencies and reports them to credit bureaus. This project will review whether THA should instead forego those steps to avoid making a hard life harder.
CS-2020-005 - Ballmer Group Grant for Education Project	Open	Start: 06/15/2020 Due: 12/31/2021 Closed:	\$792,000 grant to take elements of the Education Project to scale and make sustainable. Over 2 years. No match Required
CS-2016-003 - Centers for Strong Families	Open	Start: 11/01/2016 Due: Closed:	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	Start: 09/27/2017 Due: 12/31/2020 Closed:	The redesign of the CSA program.
CS-2018-014 - City of Tacoma HHS TPSHAP Grant 2019-20	Open	Start: 12/20/2018 Due: 12/31/2020 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the Tacoma Public Schools Housing Assistance Program (formerly ESHAP) BH Engagement Coordinator (.25FTE) \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year \$110,852 / \$221,703 2 years
CS-2020-012 - City of Tacoma HHS Whole Family Grant 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the THA's Whole Family Services Program (formerly TSHAP) BH Engagement \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year \$110,852 / \$221,703 2 years
PI-2018-005 - College Spark Community Grant CSA Evaluation 2018- 2021	Open	Start: 05/09/2018 Due: 08/30/2023 Closed:	Tacoma Housing Authority will use grant funding to research the effectiveness of the Children's Savings Account – Scholar Incentive Program. The evaluation will examine, among other variables, whether a savings incentive program that invests in an education fund when

				students meet academic milestones promotes lower Early Warning Indicator rates in low-income students.
PI-2015-007 - Credit Reporting for Good Rent Paying Tenants	Future	Start: 04/23/2015 Due: 07/06/2020 Closed:		Good credit scores can help families prosper. Many low-income families, including THA tenants, have poor credit. Yet, most of them pay rent on time. This project will devise a way for THA to track those positive rental payment histories and report them to credit agencies. This will (1) boost credit scores and (2) encourage timely rent payments.
CS-2019-004 - Department of Financial Institutions Grant for Family Financial Education	Open	Start: 11/19/2019 Due: 12/31/2020 Closed:		Grant for family financial education program- extended to Dec 31, 2020 to have a family education event.
PI-2019-008 - Family Self Sufficiency Evaluation	Open	Start: 07/05/2019 Due: 08/31/2020 Closed:		This project is to review and evaluate the Tacoma Housing Authority's Family Self Sufficiency (FSS) program.
RD-2018-008 - Home Purchase, Fix-Up and Reselling Business: Feasibility Assessment	Future	Start: Due: 04/28/2021 Closed:		This project will explore the feasibility of THA engaging in the business of buying, fixing-up and selling single family homes. THA would do this for three reasons: to protect and enhance neighborhoods, to provide low-income purchasers with responsible homeownership chances, and to make money.
CS-2020-001 - HUD Family Self Sufficiency Grant 2020	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:		Funds to support 3 case manager for the Family Self Sufficiency program - \$197,662
CS-2020-015 - HUD Family Self Sufficiency Grant 2021	Open	Start: 12/22/2020 Due: 12/31/2021 Closed:		Funds to support 3 case managers for the Family Self Sufficiency program - \$197,662
CS-2020-011 - Pre-School Bezos Academy at Salishan	Open	Start: 11/15/2020 Due: 12/31/2021 Closed:		The Bezos Academy is proposing to establish a Montessori pre-school at the Family Investment Center of Salishan, fully at its expense. Such a use of the FIC has long been a THA aspiration. This project will assess the proposal and, if it works, get it done.

PM-2020-006 - The Rise at 19th Lease Up	Open	Start: 04/03/2020 Due: 03/01/2021 Closed:	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	Start: 03/16/2018 Due: 12/31/2022 Closed:	MOU for a CSF Site at Salishan \$75,000 each year for three years - with a max of up to 5 years.
CS-2020-002 - WorkForce Central Economic Security for All Initiative Grant	Open	Start: 03/18/2020 Due: 03/31/2022 Closed:	Economic Security for All (EcSA) Pierce Power Up 98404 - that serves families receiving SNAP in the Salishan/Eastside Tacoma community
STRATEGY: DIVERSIFY FUNDING FOR COMMUNITY SERVICES	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

CS-2020-005 - Ballmer Group Grant for Education Project	Open	Start: 06/15/2020 Due: 12/31/2021 Closed:	\$792,000 grant to take elements of the Education Project to scale and make sustainable. Over 2 years. No match Required
CS-2017-001 - Bamford Foundation CSA Grant 2015 (048-6102)	Open	Start: 03/17/2017 Due: 08/31/2017 Closed:	\$200,000 from the Bamford Foundation to support CSA Program (Matching 2015 Kindergarten Cohort)
CS-2016-003 - Centers for Strong Families	Open	Start: 11/01/2016 Due: Closed:	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.
CS-2018-014 - City of Tacoma HHS TPSHAP Grant 2019-20	Open	Start: 12/20/2018 Due: 12/31/2020 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the Tacoma Public Schools Housing Assistance Program (formerly ESHAP) BH Engagement Coordinator (.25FTE) \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year

\$110,852 / \$221,703 2 years

CS-2020-012 - City of Tacoma HHS Whole Family Grant 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the THA's Whole Family Services Program (formerly TSHAP) BH Engagement \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year \$110,852 / \$221,703 2 years
CS-2018-012 - City of Tacoma NCS Grant Community Wellness Program	Open	Start: 11/08/2018 Due: 12/30/2020 Closed:	The Community Wellness Program builds a stronger community focused on improving healthy lifestyles, safety, parenting skills, relationships, promoting social inclusion, and decreasing isolation through culturally relevant services and activities.
CS-2020-013 - City of Tacoma NCS Grant Community Wellness Program 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Community Wellness at Senior & Disabled Properties
PI-2018-005 - College Spark Community Grant CSA Evaluation 2018-2021	Open	Start: 05/09/2018 Due: 08/30/2023 Closed:	Tacoma Housing Authority will use grant funding to research the effectiveness of the Children's Savings Account – Scholar Incentive Program. The evaluation will examine, among other variables, whether a savings incentive program that invests in an education fund when students meet academic milestones promotes lower Early Warning Indicator rates in low-income students.
CS-2019-004 - Department of Financial Institutions Grant for Family Financial Education	Open	Start: 11/19/2019 Due: 12/31/2020 Closed:	Grant for family financial education program- extended to Dec 31, 2020 to have a family education event.
PI-2019-012 - ECMC Foundation Gift for CHAP	Open	Start: 09/12/2019 Due: 12/31/2021 Closed:	ECMC Foundation gift of \$10,000 for CHAP
CS-2017-028 - Gates 2017-19 THA TPS Partnership OPP1179226	Open	Start: 10/31/2017 Due: 12/31/2019 Closed:	\$700,000 over 2 years to support the Ed Project (ESHAP, CSA, Books) Salaries, Eval, Training and Admin.
CS-2017-018 - Heritage Bank CSA Grant	Open	Start: 04/04/2017 Due: 08/31/2024	\$500,000 Commitment for matching parents contributions for 2017 Kindergarten and 2017 6th graders incentives

2017-2023		Closed:		
PI-2020-004 - HOP Subsidy Evaluation 2020	Open	Start: 04/17/2020 Due: 02/28/2021 Closed:	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-2020-001 - HUD Family Self Sufficiency Grant 2020	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:	Funds to support 3 case manager for the Family Self Sufficiency program - \$197,662	
CS-2020-015 - HUD Family Self Sufficiency Grant 2021	Open	Start: 12/22/2020 Due: 12/31/2021 Closed:	Funds to support 3 case managers for the Family Self Sufficiency program - \$197,662	
RA-2019-002 - Key Bank Grant to support the College Housing Assistance Program	Open	Start: 04/15/2019 Due: 01/31/2020 Closed:	Grant from Key Bank for the services THA provides for CHAP	
CS-2019-005 - Multicare Grant for Fall Prevention Classes 2020	Open	Start: 11/22/2019 Due: 11/30/2020 Closed:	Fall Prevention and Balance Classes at S & D Buildings	
CS-2020-014 - Murray Family Foundation Grant for Education Project 2021	Open	Start: 12/17/2020 Due: 12/31/2021 Closed:	\$2500 from Toby Murray for the Education Project	
CS-2017-023 - North Rotary Donation of Cash & Sundries for (M)ESHAP Families 2017-18	Open	Start: 07/26/2017 Due: 05/31/2021 Closed:	Cash for gas cards & sundries - also cash donations for ESHAP Family nights (use for Pizza - focus groups etc)	
CS-2020-007 - Perigee Grant for Paid Family and Medical Leave Outreach 2020-2021	Open	Start: 08/24/2020 Due: 09/30/2021 Closed:	Continue strengthening Paid Family and Medical Leave (PFML) outreach in Pierce County to better serve families with the greatest barriers and to inform policy.	
CS-2020-011 - Pre-School Bezos Academy at Salishan	Open	Start: 11/15/2020 Due: 12/31/2021 Closed:	The Bezos Academy is proposing to establish a Montessori pre-school at the Family Investment Center of Salishan, fully at its expense. Such a use of the FIC has long been a THA aspiration. This project will assess the proposal and, if it works, get it done.	

PI-2015-016 - Salishan Childrens Savings Accounts Project: Fund Raising	Open	Start: 05/02/2015 Due: 09/01/2018 Closed:	Project CS-2010-1 will have THA design and launch the Salishan Childrens Saving Account program. This ambitious project will establish bank accounts for the children of Salishan to save for the non-tuition costs of college. THA must raise the money necessary each year for its contribution to those accounts. This project will raise that money.
CS-2017-008 - Seattle Foundation (WALSH) CSA Grant 2017 (048-6226)	Open	Start: 03/14/2017 Due: 12/31/2017 Closed:	\$5000 + \$10,000 to support CSA program
CS-2017-014 - Sequoia Foundation CSA Grant 2016-2022	Open	Start: 03/29/2017 Due: 08/31/2022 Closed:	2020-08-03 Grant reduced to \$240,000 in 3 payments. Was \$500,000 over 7 years to match parent contributions and middle school incentives for the 2016-2017 Cohort for the CSA program
CS-2017-011 - Tacoma School District & THA Interlocal Agmt Funds 2016-2020 (736)	Open	Start: 03/29/2017 Due: 06/15/2021 Closed:	\$125,000 per year from TPS for our work related to Education Project (McCarver)
CS-2020-010 - Umpqua Bank Pivot Grant for COVID Relief Whole Family Support	Open	Start: 10/29/2020 Due: 11/30/2021 Closed:	\$100,000 for activities that support Whole Family Needs during COVID
CS-2018-003 - United Way Center for Strong Families Site	Open	Start: 03/16/2018 Due: 12/31/2022 Closed:	MOU for a CSF Site at Salishan \$75,000 each year for three years - with a max of up to 5 years.
CS-2020-002 - WorkForce Central Economic Security for All Initiative Grant	Open	Start: 03/18/2020 Due: 03/31/2022 Closed:	Economic Security for All (EcSA) Pierce Power Up 98404 - that serves families receiving SNAP in the Salishan/Eastside Tacoma community
STRATEGY: 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-2019-004 - Arlington Drive Apartments - FHLB	Open	Start: 03/06/2019 Due: 12/11/2021 Closed:	FHLB AHP Grant of \$750,000 for 58 Units at the Arlington Drive Homeless Youth and Young Adult Campus
RD-2017-006 - Arlington Drive Youth Campus - Crisis Residential Center	Open	Start: 04/03/2017 Due: 06/30/2020 Closed:	THA will build and own a 12 bed residential building for homeless youths 12-17.
CS-2020-006 - ArtsWa Grant for Senior and Disabled Art Classes 2020-2021	Open	Start: 06/16/2020 Due: 07/31/2021 Closed:	Grant for Art Classes at S & D Buildings
CS-2020-005 - Ballmer Group Grant for Education Project	Open	Start: 06/15/2020 Due: 12/31/2021 Closed:	\$792,000 grant to take elements of the Education Project to scale and make sustainable. Over 2 years. No match Required
CS-2018-014 - City of Tacoma HHS TPSHAP Grant 2019-20	Open	Start: 12/20/2018 Due: 12/31/2020 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the Tacoma Public Schools Housing Assistance Program (formerly ESHAP) BH Engagement Coordinator (.25FTE) \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year \$110,852 / \$221,703 2 years
CS-2020-012 - City of Tacoma HHS Whole Family Grant 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Supports 1 FTE Case Manager & .5 FTE Specialist for the THA's Whole Family Services Program (formerly TSHAP) BH Engagement \$16,000 per year - & Client Support (bus pass, gas cards etc) \$3851 per year Total per year \$110,852 / \$221,703 2 years
CS-2020-013 - City of Tacoma NCS Grant Community Wellness Program 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Community Wellness at Senior & Disabled Properties
PI-2013-003 - College Housing Assistance Program	Open	Start: 08/26/2013 Due: 12/31/2021 Closed:	THA provides or finances housing in three ways for homeless or near homeless TCC or UWT students: <ul style="list-style-type: none"> • THA provides rental assistance 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 their apartments for homeless or near homeless college students. THA pays down the rents to levels affordable to the students.

PI-2019-013 - College Housing Assistance Program - DOC-CHAP	Open	Start: 09/20/2019 Due: 09/30/2021 Closed:	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.
CS-2014-003 - Community Health Advocacy	Future	Start: 12/18/2014 Due: 12/29/2017 Closed:	This project will determine the viability of developing community health advocate positions at THA. Specifically we will determine need, metrics for evaluation and sustainability for funding for CHAs at our senior and disabled properties, new Salishan and the Hilltop community.
PI-2017-021 - Court Housing Assistance Program	Future	Start: 10/29/2017 Due: 03/05/2018 Closed:	The Pierce County Superior Court asked THA to dedicate housing resources to help persons and families who participate in two special dockets: Family Recovery Court that provides intensive services to help families recover their children from foster care; Drug Court that provides drug treatment to help criminal defendants addicted to drugs overcome their addiction. This project will have THA and the Court confer in detail to judge whether, when and how to launch, manage and evaluate such a housing program.
EX-2020-006 - COVID 19: Face Masks Distribution to THA Clients	Open	Start: 07/06/2020 Due: 08/07/2020 Closed:	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-2019-012 - ECMC Foundation Gift for CHAP	Open	Start: 09/12/2019 Due: 12/31/2021 Closed:	ECMC Foundation gift of \$10,000 for CHAP
PI-2017-007 - Elderly and Disabled Services Planning and Redesign	Future	Start: 05/24/2013 Due: 12/30/2016 Closed:	THA will devise a plan for improved services for the elderly and disabled residents of its seven apartment buildings. The plan will include changes and additional services that will be implemented by late summer 2013. The plan will also include an assessment of longer term needs of Tacoma's aging populations and how THA can best serve

them.

EX-2020-011 - Evictions - Planning for End of Eviction Moratorium	Open	Start: 12/28/2020 Due: 04/30/2021 Closed:	When the Governor's eviction moratorium ends, Pierce County may see a precedented number of persons facing displacement and homelessness. This project will plan THA's response to this threat to three groups: (1) THA tenants; (2) THA voucher holders; (3) the larger group of low-income households in Pierce County.
RA-2019-003 - Family Unification Program (FUP) Vouchers - Preparing for THA's Application	Open	Start: 04/26/2019 Due: 12/31/2019 Closed:	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.
PI-2019-009 - Foundation for Tacoma Students Grant -Tacoma Completes	Open	Start: 07/23/2019 Due: 07/31/2021 Closed:	Grant from FFTS to support 1 FTE Post Secondary Education Project Manager. Plus \$5000 donation for participation in Advisory Group (2019-10-22)
PI-2020-006 - Gates 2020-21 THA Education Project INV-015984 Grant	Open	Start: 05/05/2020 Due: 05/01/2022 Closed:	\$400,000 Grant over 2 years for TSHAP Supportive Services
PI-2019-005 - Greater Tacoma Community Foundation - Todd & Teresa Silver Fund for ED PRJ	Open	Start: 06/07/2019 Due: 12/31/2021 Closed:	\$100,000 per year - 3 years to support Education Project
CS-2020-009 - Greater Tacoma Community Foundation Grant for Arlington	Open	Start: 08/28/2020 Due: 12/31/2020 Closed:	\$20,000 for Client supplies for Arlington Drive opening in September
EX-2020-005 - Greater Tacoma Community Foundation Grant for Sidewalk Chalk Project	Open	Start: 05/14/2020 Due: 08/31/2020 Closed:	\$5000 Grant for Sidewalk Chalk Project
RD-2020-002 - Hillsdale Heights Micro Shelter Village	Open	Start: 05/15/2020 Due: 12/31/2021 Closed:	Lease property at Hillsdale Heights to City of Tacoma for use as a temporary micro shelter village. The City will contract with LIHI to manage the village for individuals experiencing homelessness.

CS-2018-008 - HUD ROSS Grant 2018-2021	Open	Start: 06/18/2018 Due: 04/14/2021 Closed:	3 Year grant \$246,000 to support one staff person, admin and training
RA-2020-002 - Key Bank Grant for COVID Response Housing Barrier Fund	Open	Start: 10/26/2020 Due: 01/29/2021 Closed:	Grant to help with COVID Related relief for our client and tenants
RA-2019-002 - Key Bank Grant to support the College Housing Assistance Program	Open	Start: 04/15/2019 Due: 01/31/2020 Closed:	Grant from Key Bank for the services THA provides for CHAP
RA-2019-009 - Kresge Grant for taking CHAP to scale (PBS, Operating Fund, Data)	Open	Start: 11/19/2019 Due: 08/31/2022 Closed:	\$500,000 to support strategies that take CHAP to scale- Kresge #R-1910-286565
RA-2019-005 - Mainstream Vouchers	Open	Start: 07/26/2019 Due: Closed:	N/A
CS-2019-005 - Multicare Grant for Fall Prevention Classes 2020	Open	Start: 11/22/2019 Due: 11/30/2020 Closed:	Fall Prevention and Balance Classes at S & D Buildings
CS-2020-014 - Murray Family Foundation Grant for Education Project 2021	Open	Start: 12/17/2020 Due: 12/31/2021 Closed:	\$2500 from Toby Murray for the Education Project
CS-2017-023 - North Rotary Donation of Cash & Sundries for (M)ESHAP Families 2017-18	Open	Start: 07/26/2017 Due: 05/31/2021 Closed:	Cash for gas cards & sundries - also cash donations for ESHAP Family nights (use for Pizza - focus groups etc)
CS-2018-007 - Performance Measures for Client Services	Future	Start: 06/06/2018 Due: 09/14/2018 Closed:	Develop key performance measures for all of Client Services to track in order to show return on investment regarding case management.
CS-2020-011 - Pre-School Bezos Academy at Salishan	Open	Start: 11/15/2020 Due: 12/31/2021 Closed:	The Bezos Academy is proposing to establish a Montessori pre-school at the Family Investment Center of Salishan, fully at its expense. Such a use of the FIC has long been a THA aspiration. This project will assess the proposal and, if it works, get it done.

PI-2015-017 - Prisons: How Can THA Serve People Coming From the Prison System	Future	Start: 12/05/2015 Due: Closed:	Washington has a sizable number of people who have spent time in prison. They face notable challenges finding jobs and housing. They have families who share these challenges. This project will examine how THA can better serve them and their families by removing unnecessary barriers to its programs and by creating or funding other programs.
RA-2019-010 - Rapoport Foundation Grant for CHAP-DOC	Open	Start: 12/09/2019 Due: 12/31/2021 Closed:	\$65,000 for CHAP -DOC pilot
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	Start: 04/29/2020 Due: 05/29/2020 Closed:	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
AD-2020-003 - StateFarm Grant for Emergency Kits at S & D Buildings	Open	Start: 03/31/2020 Due: 09/30/2020 Closed:	Grant for emergency kits at S & D buildings
PM-2020-006 - The Rise at 19th Lease Up	Open	Start: 04/03/2020 Due: 03/01/2021 Closed:	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	Start: 08/13/2018 Due: 12/31/2018 Closed:	This project will work with the owners of the Tiki Apartments to attempt to maintain the affordability of the property post-rehabilitation.
CS-2020-010 - Umpqua Bank Pivot Grant for COVID Relief Whole Family Support	Open	Start: 10/29/2020 Due: 11/30/2021 Closed:	\$100,000 for activities that support Whole Family Needs during COVID
CS-2020-002 - WorkForce Central Economic Security for All Initiative Grant	Open	Start: 03/18/2020 Due: 03/31/2022 Closed:	Economic Security for All (EcSA) Pierce Power Up 98404 - that serves families receiving SNAP in the Salishan/Eastside Tacoma community

STRATEGY: NEIGHBORHOOD REVITALIZATION

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-2019-003 - Bamford Foundation Grant for Children's Tower at Bay Terrace	Open	Start: 02/14/2019 Due: 10/31/2020 Closed:	The Bamford Foundation is providing \$25,000 towards the construction of the Children's Tower Play Equipment at Bay Terrace	
RD-2020-003 - City of Tacoma NCS Grant for Community Mobilization 2021-2022	Open	Start: 12/14/2020 Due: 12/31/2022 Closed:	Community Mobilization	
EX-2020-005 - Greater Tacoma Community Foundation Grant for Sidewalk Chalk Project	Open	Start: 05/14/2020 Due: 08/31/2020 Closed:	\$5000 Grant for Sidewalk Chalk Project	
RD-2017-016 - Hilltop - Neighborhood Revitalization Master Planning	Open	Start: 11/09/2017 Due: 12/31/2019 Closed:	\$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	Start: 09/06/2012 Due: 12/31/2021 Closed:	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.	
RD-2018-008 - Home Purchase, Fix-Up and Reselling Business: Feasibility Assessment	Future	Start: Due: 04/28/2021 Closed:	This project will explore the feasibility of THA engaging in the business of buying, fixing-up and selling single family homes. THA would do this for three reasons: to protect and enhance neighborhoods, to provide low-income purchasers with responsible homeownership chances, and to make money.	
RD-2019-014 - JPMorgan Chase Hilltop Neighborhood Revitalization Planning Grant 2020-2021	Open	Start: 12/09/2019 Due: 01/16/2022 Closed:	\$200,000 to continue Community and Economic Development work in the Hilltop	

RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	Start: 04/29/2020 Due: 05/29/2020 Closed:	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
EX-2017-008 - Salishan as a Diverse, Mixed Income Neighborhood: Making It Work As a Community	Future	Start: Due: 06/17/2017 Closed:	Salishan is a mixed income community. It has home owners and renters. It is the region's most diverse neighborhood. Its success as a community requires particular attention. A growing body of literature, practice and expertise for that purpose is available. This project will consider those resources and put them to work at Salishan.
EX-2020-004 - Sidewalk Chalk Project	Open	Start: 05/03/2020 Due: 03/01/2021 Closed:	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	Start: 04/03/2020 Due: 03/01/2021 Closed:	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	Start: 09/05/2017 Due: 04/30/2019 Closed:	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.
STRATEGY: STRATEGICALLY PLAN COMMUNITY SERVICES	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.
PROJECTS FOR THE STRATEGICALLY PLAN COMMUNITY SERVICES STRATEGY			
CS-2020-006 - ArtsWa Grant for Senior and Disabled Art Classes 2020-	Open	Start: 06/16/2020 Due: 07/31/2021 Closed:	Grant for Art Classes at S & D Buildings

2021

CS-2020-005 - Ballmer Group Grant for Education Project	Open	Start: 06/15/2020 Due: 12/31/2021 Closed:	\$792,000 grant to take elements of the Education Project to scale and make sustainable. Over 2 years. No match Required
CS-2020-013 - City of Tacoma NCS Grant Community Wellness Program 2021-22	Open	Start: 12/17/2020 Due: 12/31/2022 Closed:	Community Wellness at Senior & Disabled Properties
CS-2006-009 - Client Support and Empowerment: Miscellaneous	Open	Start: 06/16/2006 Due: Closed:	This project refers to miscellaneous tasks in the Client Support and Empowerment Department. It will be a place to record and track more minor tasks that are not worth their own project entry.
CS-2014-003 - Community Health Advocacy	Future	Start: 12/18/2014 Due: 12/29/2017 Closed:	This project will determine the viability of developing community health advocate positions at THA. Specifically we will determine need, metrics for evaluation and sustainability for funding for CHAs at our senior and disabled properties, new Salishan and the Hilltop community.
CS-2019-004 - Department of Financial Institutions Grant for Family Financial Education	Open	Start: 11/19/2019 Due: 12/31/2020 Closed:	Grant for family financial education program- extended to Dec 31, 2020 to have a family education event.
CS-2017-028 - Gates 2017-19 THA TPS Partnership OPP1179226	Open	Start: 10/31/2017 Due: 12/31/2019 Closed:	\$700,000 over 2 years to support the Ed Project (ESHAP, CSA, Books) Salaries, Eval, Training and Admin.
PI-2020-006 - Gates 2020-21 THA Education Project INV-015984 Grant	Open	Start: 05/05/2020 Due: 05/01/2022 Closed:	\$400,000 Grant over 2 years for TSHAP Supportive Services
CS-2020-001 - HUD Family Self Sufficiency Grant 2020	Open	Start: 01/02/2020 Due: 12/31/2020 Closed:	Funds to support 3 case manager for the Family Self Sufficiency program - \$197,662
CS-2020-015 - HUD Family Self Sufficiency Grant 2021	Open	Start: 12/22/2020 Due: 12/31/2021 Closed:	Funds to support 3 case managers for the Family Self Sufficiency program - \$197,662

PI-2018-009 - Medina Foundation CSA Grant 2018	Open	Start: 11/01/2018 Due: 10/31/2019 Closed:	To Support the CSA Program, Redesign and Expansion
RA-2019-007 - PBS - Campbell Court	Open	Start: 10/11/2019 Due: 12/31/2019 Closed:	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	Start: 04/29/2020 Due: 05/29/2020 Closed:	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	Start: 10/17/2013 Due: 07/28/2017 Closed:	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 Care and Motivational Interviewing	Open	Start: 10/17/2013 Due: 07/28/2017 Closed:	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-2020-002 - WorkForce Central Economic Security for All Initiative Grant	Open	Start: 03/18/2020 Due: 03/31/2022 Closed:	Economic Security for All (EcSA) Pierce Power Up 98404 - that serves families receiving SNAP in the Salishan/Eastside Tacoma community

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

STRATEGY: 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.

PROJECTS FOR THE IMPROVE EFFICIENCY AND EFFECTIVENESS OF PROGRAM ADMINISTRATION STRATEGY

PI-2020-003 - Administrative Plan-Rewrite 2020	Open	Start: 04/07/2020 Due: 04/30/2021 Closed:	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	Start: 10/27/2013 Due: 07/06/2018 Closed:	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.
PM-2017-017 - Disposal of vehicles	Open	Start: 09/21/2017 Due: 09/30/2018 Closed:	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	Start: 09/20/2017 Due: 03/31/2018 Closed:	Upgrade all sites with a duress system for emergencies
FD-2016-001 - Finance: Miscellaneous	Open	Start: 09/20/2016 Due: Closed:	This is a place to record tasks that by themselves do not merit their own project but are nevertheless worth tracking.
PM-2017-012 - Fire Systems Installation	Open	Start: 09/20/2017 Due: 01/31/2018 Closed:	Work with BCE Engineers to develop an RFP for a new fire systems contract
PI-2020-004 - HOP Subsidy Evaluation 2020	Open	Start: 04/17/2020 Due: 02/28/2021	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

		Closed:	the HOP program and if THA should deepen its subsidies and to what levels.
PI-2020-002 - Housing Policy Committee	Open	Start: 01/02/2020 Due: Closed:	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	Start: 07/24/2013 Due: Closed:	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	Start: 03/05/2014 Due: 12/31/2018 Closed:	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.
RA-2019-002 - Key Bank Grant to support the College Housing Assistance Program	Open	Start: 04/15/2019 Due: 01/31/2020 Closed:	Grant from Key Bank for the services THA provides for CHAP
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.
PM-2014-010 - Maintenance Standardization of Charges	Open	Start: 08/12/2014 Due: 06/30/2017 Closed:	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	Start: 03/25/2019 Due: 10/15/2019 Closed:	This project will prepare and implement the 2020 MTW Plan.

RA-2019-006 - PBS - Cascade Communities	Open	Start: 10/10/2019 Due: 12/31/2019 Closed:	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	Start: 10/11/2019 Due: 12/31/2019 Closed:	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
PI-2006-001 - Policy, Innovation and Evaluation: Miscellaneous	Open	Start: 06/16/2006 Due: Closed:	This project refers to miscellaneous tasks in the Executive Department. It will be a place to record and track more minor tasks that are not worth their own project entry.
PM-2017-002 - Preventive Maintenance Schedule	Open	Start: 03/29/2017 Due: Closed:	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	Start: 07/29/2013 Due: 12/31/2014 Closed:	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	Start: 01/06/2012 Due: 10/31/2017 Closed:	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	Start: 09/20/2016 Due: 05/31/2018 Closed:	Get a spray park built at Salishan.
EX-2011-007 - THA Merger or Combination with Other PHAs: Consultation and Study	Future	Start: 08/26/2011 Due: Closed:	This project will review the feasibility, advantages and disadvantages of THA's merger with surrounding non-MTW public housing authorities for two purposes: (i) to give confer on their programs and communities the advantages of MTW statuts; (ii) to save money with by combining

administrative operations.

PM-2017-002 - Traffic Calming Measures in Salishan	Open	Start: 01/09/2017 Due: 11/30/2017 Closed:	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.
RA-2017-014 - Transfer Waiting List: Improvement of Process	Future	Start: 03/05/2014 Due: 08/09/2016 Closed: 08/09/2016	This project will improve the overall management of THA's transfer waiting list. It will devise a strategy to serve the households that have been on the list in excess of the time stated in our policies, create a regular review process, and take into account the impacts on property budgets.
PM-2015-002 - Utility Responsibility Analysis	Open	Start: 01/20/2015 Due: 12/31/2017 Closed:	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

PM-2016-004 - Appliance asset disbursement	Future	Start: 10/04/2016 Due: Closed:	Determine methology for giving appliances to residents
AD-2020-005 - Elevator Portfolio Repair	Open	Start: 06/22/2020 Due: 12/31/2030 Closed:	The purpose of this project is to schedule repairs to our portfolio elevators.
EX-2020-003 - Eviction/Termination Notice & Grievance Hearing Process Review	Open	Start: 04/28/2020 Due: 03/01/2021 Closed:	<p>This project will review and rewrite:</p> <ol style="list-style-type: none"> 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-2020-008 - Arlington Apartments Grand Opening	Open	Start: 10/06/2020 Due: 10/01/2021 Closed:	The Tacoma Housing Authority will promote the grand opening of the Arlington Apartments at the Arlington Drive Youth Campus in November. Due to the Coronavirus Pandemic we will use digital means to host the event.
RD-2020-003 - City of Tacoma NCS Grant for Community Mobilization 2021-2022	Open	Start: 12/14/2020 Due: 12/31/2022 Closed:	Community Mobilization
AD-2020-002 - Covid-19 Response	Open	Start: 03/12/2020 Due: 12/31/2021 Closed:	Covid-19 Response and Planning
AD-2020-003 - StateFarm Grant for Emergency Kits at S & D Buildings	Open	Start: 03/31/2020 Due: 09/30/2020 Closed:	Grant for emergency kits at S & D buildings

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

STRATEGY: 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	Start: 05/27/2006 Due: Closed:	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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STRATEGY: 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

EX-2020-008 - Arlington Apartments Grand Opening	Open	Start: 10/06/2020 Due: 10/01/2021 Closed:	The Tacoma Housing Authority will promote the grand opening of the Arlington Apartments at the Arlington Drive Youth Campus in November. Due to the Coronavirus Pandemic we will use digital means to host the event.
RD-2019-004 - Arlington Drive Apartments - FHLB	Open	Start: 03/06/2019 Due: 12/11/2021 Closed:	FHLB AHP Grant of \$750,000 for 58 Units at the Arlington Drive Homeless Youth and Young Adult Campus
RD-2017-001 - Forterra's Land Banking Investment Fund	Open	Start: 02/09/2017 Due: 01/01/2020 Closed:	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	Start: 05/04/2015 Due: 12/14/2019 Closed:	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	Start: 09/06/2012 Due: 12/31/2021 Closed:	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.
RD-2012-001 - Innovative Housing Design and Construction Techniques	Future	Start: 01/25/2012 Due: Closed:	This project will canvas, convene and consider informed views about alternative designs, methods and material for the construction of affordable housing that would be significantly less expensive than our present practices. This project will allow THA to make some informed choices for how it designs and builds housing.
RD-2019-014 - JPMorgan Chase Hilltop Neighborhood Revitalization Planning Grant 2020-2021	Open	Start: 12/09/2019 Due: 01/16/2022 Closed:	\$200,000 to continue Community and Economic Development work in the Hilltop
AD-2017-018 - Public Housing: Adding Public Housing Units THA's Faircloth Allotment	Open	Start: 11/27/2017 Due: 12/31/2020 Closed:	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	Start: 05/27/2006 Due: Closed:	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.

RD-2006-007 - Real Estate Development: Miscellaneous	Open	Start: 06/16/2006 Due: Closed:	This project refers to miscellaneous tasks in the Real Estate Development Department. It is a place to record, assign and track more minor tasks that are not worth their own project entry. See also: RD - 2006 - 2.
RA-2020-001 - Rental Assistance 5 year voucher utilization projection.	Open	Start: 04/29/2020 Due: 05/29/2020 Closed:	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	Start: 12/30/2018 Due: 07/28/2019 Closed:	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	Start: 08/27/2014 Due: 07/06/2020 Closed:	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	Start: 11/13/2019 Due: 02/28/2020 Closed:	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	Start: 08/01/2014 Due: 02/15/2020 Closed:	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	Start: 04/03/2020 Due: 03/01/2021 Closed:	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.

STRATEGY: MIXED INCOME-MIXED TENURE DEVELOPMENTS

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.

PROJECTS FOR THE MIXED INCOME-MIXED TENURE DEVELOPMENTS STRATEGY

RD-2019-012 - Arlington Campus Art Selection	Open	Start: 11/14/2019 Due: 03/01/2021 Closed:	This project will outline the selection of art for the Arlington Youth Campus Apartments.
RD-2017-003 - Arlington Drive Youth Campus	Open	Start: 07/15/2016 Due: 08/01/2021 Closed:	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	Start: 02/26/2018 Due: 12/31/2019 Closed:	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	Start: 12/03/2018 Due: Closed:	This project is used to track the work done for the City of Tacoma.
RD-2019-001 - Heidelberg Sports Complex	Future	Start: Due: 01/08/2021 Closed:	Metro Parks is exploring the possibility of developing a soccer complex with a mixed-use component. They are interested in affordable housing.
RD-2019-009 - Hilltop: Inland/Horizon Partnership Consultation	Open	Start: 08/20/2019 Due: 12/31/2019 Closed:	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	Open	Start: 12/29/2018	This project will explore the feasibility of creating an investment fund

Affordable Housing: Explore Its Feasibility		Due: 01/01/2020 Closed:	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.
RD-2017-017 - James Center North Operations	Open	Start: 11/10/2017 Due: 01/01/2021 Closed:	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	Start: 12/13/2017 Due: 10/25/2023 Closed:	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-2019-014 - JPMorgan Chase Hilltop Neighborhood Revitalization Planning Grant 2020-2021	Open	Start: 12/09/2019 Due: 01/16/2022 Closed:	\$200,000 to continue Community and Economic Development work in the Hilltop
RD-2006-002 - Real Estate Development Opportunities and Initiatives to Consider	Open	Start: 05/27/2006 Due: Closed:	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	Start: 04/29/2020 Due: 05/29/2020 Closed:	Determine the 5 year projected voucher utilization for HCV, PBV, PBS, HOP and for HOP subsidy increase.
RD-2018-005 - Rite Aide	Open	Start: 09/07/2018 Due: 04/09/2019 Closed:	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-2012-004 - Salishan Foreclosure Prevention	Future	Start: 04/01/2012 Due: Closed:	This project seeks to develop partnerships, support programs, resources and whatever other program elements may be needed in order to ensure that home owners at Salishan are able to keep up with their mortgage commitments and remain successful home owners.

				This project is intended to be small in scale, providing support to a small number of homeowners so that it may be a demonstration for similar future efforts led by THA.
RD-2019-008 - Tacoma Community College James Center North Master Lease	Open	Start: 07/17/2019 Due: 01/01/2020 Closed:		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	Start: 11/13/2019 Due: 02/28/2020 Closed:		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	Start: 12/29/2018 Due: 09/01/2021 Closed:		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	Start: 07/10/2019 Due: 12/31/2021 Closed:	Redevelopment of 1500 Hillside Terrace
RD-2016-002 - Alberta Canada Renovation	Open	Start: 01/26/2016 Due: 02/28/2019 Closed: 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	Start: 08/26/2014 Due: 12/31/2021 Closed:	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	Start: 04/03/2019 Due: 07/01/2019 Closed:	Sale of 7 lots in Section 2B of Salishan

ARLINGTON DRIVE: LEGISLATOR ROSTER AND ASSIGNMENTS (budget members **)

(January 14, 2021)

Member Name	Committee	Party	Dist.	Phone	Email	Chamber	Legislative Assistant	LA Email	[Check One]				
									Assigned Person	Sponsor	Support	No View	Oppose
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							Morgan Rockey	morgan.rockey@leg.wa					
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							Ruth Peterson	ruth.peterson@leg.wa.gov					
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ARLINGTON DRIVE: LEGISLATOR ROSTER AND ASSIGNMENTS (budget members **)
(January 14, 2021)

Member Name	Committee	Party	Dist.	Phone	Email	Chamber	Legislative Assistant	LA Email	[Check One]				
									Assigned Person	Sponsor	Support	No View	Oppose
Jeannie Darneille**	Ways and Means Human & Services. Reentry & Rehab CHAIR	D	27	(360) 786-7652	j.darneille@leg.wa.gov	S	Lisa Fisch	lisa.fisch@leg.wa.gov	Michael	X			
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Lauren Davis		D	32	(360) 786-7910	lauren.davis@leg.wa.gov	H	Charlotte Janovyak	charlotte.janovyak@leg.wa.gov	Mark				
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Jake Fey		D	27	(360) 786-7974	jake.fey@leg.wa.gov	H	Anna Nepomuceno	anna.nepomuceno@leg.wa.gov	Michael		X		
							Quinton Harrington	quinton.harrington@leg.wa.gov					
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Noel Frame**	House Appropriations	D	36	(360) 786-7814	noel.frame@leg.wa.gov	H	Natalia Koss Vallejo	natalia.kossvallejo@leg.wa.gov	Cacey		X		
David Frockt**	Ways & Means, VICE CHAIR	D	46	(360) 786-7690	david.frockt@leg.wa.gov	S	Crystal Chindavongsa	crystal.chindavongsa@leg.wa.gov	Mark				
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Roger Goodman	Children, Youth & Families	D	45	(360) 786-7878	roger.goodman@leg.wa.gov	H	Sydney Oliver	sydney.oliver@leg.wa.gov	Mark				
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							Jenny Chang	jenny.chang@leg.wa.gov					
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Larry Hoff**	House Appropriations	R	18	(360) 786-7812	larry.hoff@leg.wa.gov	H	Virginia Hall	virginia.hall@leg.wa.gov	Derek				
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ARLINGTON DRIVE: LEGISLATOR ROSTER AND ASSIGNMENTS (budget members **)

(January 14, 2021)

Member Name	Committee	Party	Dist.	Phone	Email	Chamber	Legislative Assistant	LA Email	[Check One]				
									Assigned Person	Sponsor	Support	No View	Oppose
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Marko Liias**	Ways & Means	D	21	(360) 786-7640	marko.liias@leg.wa.gov	S	Curt Kohlwes	curt.kohlwes@leg.wa.gov	Mark				
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Jamie Pedersen**	Ways & Means	D	43	(360) 786-7628	jamie.pedersen@leg.wa.gov	S	Hendrickson, Sam	sam.hendrickson@leg.wa.gov	Mark				
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ARLINGTON DRIVE: LEGISLATOR ROSTER AND ASSIGNMENTS (budget members **)

(January 14, 2021)

Member Name	Committee	Party	Dist.	Phone	Email	Chamber	Legislative Assistant	LA Email	[Check One]				
									Assigned Person	Sponsor	Support	No View	Oppose
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							Christina McNair	christina.mcnair@leg.wa.gov					
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ARLINGTON DRIVE: LEGISLATOR ROSTER AND ASSIGNMENTS (budget members **)
(January 14, 2021)

Member Name	Committee	Party	Dist.	Phone	Email	Chamber	Legislative Assistant	LA Email	[Check One]				
									Assigned Person	Sponsor	Support	No View	Oppose
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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 \$7,322,617 for the month of December, 2020.

Approved: January 27, 2021

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of December 2020

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	94,585	- 94,638		
Arlington CRC Checks	Check #'s	-	- -		
Accounts Payable ACHs	ACHs	160	- 404		
Business Support Center				859,296	Program Support
Moving To Work Support Center				58,451	
Moving To Work Buildings (used by Support Center)				27,860	
Tax Credit Program Support Center				32,129	
Section 8 Programs				141,548	Section 8 Operations
Arlington Crisis Residential Center				2,905	Properties
Hillsdale Heights				15	
Highland Crest Apts				32,224	
James Center				19,553	
KeyBank Building				1,349	
Mr Mac Building				742	
Outrigger				15,686	
Prairie Oaks Operations				9,538	
Salishan 7				46,215	
Alberta J Canada Bldg				27,630	
Trees Properties (Conifer S, Pine Tree, Redwood Juniper)				5,250	
Alberta J Canada-Development				105	
Hilltop Redevelopment				614	
Bus Development Activity				19,755	
CS General Business Activities				450	Client Support
CSA Program - Business Activities				3,104	
Pierce Co. CARES Act - Rent Arrearage				479,227	
Department of Commerce Funding for Crisis Residential Center				89,029	
Community Services MTW Fund				15,986	
AMP 6 - Scattered Sites				3,789	Public Housing
AMP 9 - HT 1500 - Subsidy				1,029	
THA SUBTOTAL				1,893,479	
Hillside Terrace 2 & 1500				32,508	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				92,580	
Arlington Youth Campus				37,224	
Court F (The Rise)				10,886	
Renew Tacoma Housing				195,285	
Salishan 1 - Salishan 6				293,713	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				662,196	2,555,675
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	483,834	- 483,926	115,870	
	ACH	2,029	- 2,984	3,426,274	\$ 3,542,143
Payroll & Payroll Fees - ADP					\$ 1,224,799
TOTAL DISBURSEMENTS					\$ 7,322,617

TACOMA HOUSING AUTHORITY

CASH POSITION - November 2020

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	4,517,446	0.29%
Section 8 Checking	5,385,217	0.29%
THA Affordable Housing Proceeds-Salishan	1,967,912	0.29%
THA Scattered Sites Proceeds	5,874,584	0.29%
FSS Escrows	217,301	0.29%
CSA Escrows	81,416	0.29%
Note Fund Account	103	0.29%
Credit Card Receipts	15,043	0.29%
Key Bank Security Deposits	644	0.29%
Relocation Account	5,006	0.29%
THA Investment Pool	337	0.29%
THDG - Tacoma Housing Development Group	1,062,999	0.29%
Salishan 7 Operations	1,744,773	0.29%
Salishan 7 Security Deposit	29,433	0.29%
Salishan 7 Replacement Reserve	417,046	0.29%
Salishan 7 Operating Reserve	203,243	0.29%
Highland Crest Operations	1,074,909	0.29%
Highland Crest Replacement Reserve	275,120	0.29%
Highland Crest Security Deposit	46,584	0.29%
Outrigger Operations	462,809	0.29%
Outrigger Replacement Reserve	203,468	0.29%
Outrigger Security Deposit	24,070	0.29%
Prairie Oaks Operations	211,327	0.29%
Prairie Oaks Replacement Reserve	32,266	0.29%
Prairie Oaks Security Deposit	6,960	0.29%
Payroll Account	4,793	0.29%
HOME STREET BANK		
James Center North Operations	810,755	0.00%
James Center North Security Deposit	56,801	0.00%
WASHINGTON STATE		
Investment Pool	\$ 1,524,522	0.16%
1. TOTAL THA CASH BALANCE	\$ 26,256,888	
Less:		
2. Total MTW Cash Balance	\$ 1,555,478	
<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	
2.1. MTW Cash Available (Lines 2-2.09)	\$ 829,478	
3. MTW Cash Held By HUD	\$ 7,819,001	

TACOMA HOUSING AUTHORITY

CASH POSITION - November 2020

4. Non MTW Cash Restrictions/Obligations			
<i>4.1 Non MTW Operational Restrictions</i>			
4.10 HUD Restricted - Lot and Property Sales		\$	7,842,496
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,967,912		
4.102 Scattered Sites Proceeds (Afford Hsg)	5,874,584		
4.15 HUD Restricted - CARES Act (Covid-19)		\$	290,553
4.151 Unspent CARES Act Funding	290,553		
4.20 THA Property Accounts Reserved		\$	2,538,273
4.201 Security Deposit Accounts	164,493		
4.202 Highland Crest Operations Reserves	320,000		
4.203 Highland Crest Replacement Reserves	275,120		
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	203,468		
4.208 Prairie Oaks Operations Reserves	77,000		
4.209 Prairie Oaks Replacement Reserves	72,266		
4.210 Salishan 7 Operations Reserves	354,000		
4.211 Salishan 7 Replacement Reserves	417,046		
4.30 Rental Assistance Reserves		\$	1,037,693
4.301 Mod Rehab Operating Reserves	127,777		
4.302 VASH, FUP, MAIN & NED HAP Reserves	695,009		
4.303 FSS Escrows	214,907		
4.40 Prepaid Grants		\$	2,450,835
4.401 TPS Interlocal (CS-2017-011)	225,714		
4.402 UWPC - Strong Families (CS-2018-003)	48,366		
4.403 Balmer Foundation - Education Prog (CS-2020-005)	348,130		
4.404 College Sparks (PI-2018-005)	82,432		
4.405 GTCF Grant (PI-2019-005)	163,250		
4.406 Foundation for Tacoma Students (PI-2019-009)	17,781		
4.407 Gates - THA Education Program (PI-2020-006)	400,650		
4.408 Kresge Foundation - CHAP Program (RA-2019-009)	101,513		
4.410 THDG	1,062,999		
4.50 BFIM Buyout LOC Collateral-Potential Tax Credit Loss		\$	2,500,000
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$	16,659,850
4.70 Agency Contracted or Budgeted Commitments Remaining		\$	-
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$	16,659,850
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$	8,041,560
6. Development Advances - Project Reimbursement upon closing/draw		\$	289,769
6.01 Arlington Crisis Residential Center	-		
6.02 Arlington Youth Housing	152,226		
6.03 Court F LLLP (1800 Block)	137,543		



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: January 27, 2021

TO: THA Board of Commissioners

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

RE: Policy, Innovation and Evaluation (PIE) Department Board Report

Policy, Innovation and Evaluation (PIE) continues to support the agency's efforts to respond to the COVID-19 pandemic and racial injustices at the local and national level. With much of the agency's focus on emergency response, including the administration of new CARES Act resources, some of PIE's more long-range projects have been on hold. Yet we continue our work to design and evaluate innovative policies and programs with a mindfulness of the operational capacity needed to implement new policy or make program pivots. In addition, PIE staff continue to lend their capacity to emergency response efforts, including co-leading the Emergency Operations Committee (EOC), contributing to reopening planning, and supporting IT in the work from home technology deployment.

1. Tacoma Schools Housing Assistance Program (TSHAP)

The Tacoma Schools Housing Assistance Program (TSHAP) is a partnership among THA, Pierce County Human Services, Tacoma Public Schools (TPS), and Wellspring Family Services that serves Tacoma Public Schools (TPS) students and their families experiencing homelessness through one-time or time-limited housing assistance.

1.1. Program Update

PIE and Rental Assistance staff continue to regularly meet with the partners to monitor the implementation of the program. For the past couple of months, the meetings have focused on the following:

- *Supporting program implementation.* Wellspring continues to steadily enroll families into the program with 58 households enrolled in services as of January 1, 2021. Wellspring staff report that most families seeking services are facing multiple barriers and in need of longer-term support in the form of Rapid Rehousing versus one-time supports such as diversion.
- *Developing a plan to measure program performance.* For the past couple of months, the partners have been working to identify meaningful metrics by which to measure program performance and impact. The agreed upon measures fall into three domains: economic mobility, housing stability, and academic success.

1.2. Program Evaluation

To memorialize the program design and metrics of interest, the partners collaborated on and created a logic model (attached). Logic models visually depict how a program is supposed to work, theorize how program activities lead to desired outcomes, and are foundational to evaluation. With agreement on the program framework and metrics of interest, PIE staff are leading the partners in the development of a measurement plan to further define metrics, delineate data collection processes, and form an analytic plan. The Foundation for Tacoma Students is contributing to this process and we continue to coordinate to ensure our long-term strategies are aligned.

2. College Housing Assistance Program (CHAP)

2.1. Program Update

Over the final months of 2020 and into 2021, PIE staff have been working to support the late rent payment work group in order to ensure CHAP participants with late rent balances are accessing CARES Act funding. We served 21% of active tenant-based voucher participants (14 CHAP households) with \$20,300 in rental assistance. Additionally, \$14,016 in rental assistance was disbursed to CHAP participants residing at one of the partner property-based subsidy (PBS) properties.

At the end of fall term, Tacoma Community College (TCC) decided to close their waitlist as it neared 190 students and became more challenging to manage. While they have a large waitlist, they are also finding many students are unable to lease up due to extremely low/no income. This has led to some PBS units not filling within the first 14 days of vacancy and is an issue TCC staff are working to troubleshoot. This challenge of students having too little income to access these programs is one that we plan to tackle in early 2021. In doing this, we will be examining whether the subsidy levels for this program need to be adjusted to make it more accessible to those most in need.

2.2. Evaluations

The evaluation reports have been submitted to THA and a summary of the findings and recommendations is underway by PIE staff. As a reminder, the evaluations are:

- *Hope Center Impact Evaluation*

Temple University's Hope Center, under the leadership of principal investigator Sara Goldrick-Rab, is evaluating the academic and non-academic impact of providing rental assistance vouchers for students enrolled in Tacoma Community College (TCC). Hope Center's evaluation focuses on students who applied to CHAP between Winter 2017 and Fall 2019 and received tenant-based vouchers or did not (specific attention is not paid to PBS students as that housing modality was implemented midway through the study). The first round of reporting focused on participant characteristics, the application process, and

initial lease-up data. While this initial report shed light on differences in who succeeds in leasing up versus who does not, it does not currently show any program impact on academic outcomes. Future reports are intended to shed light on longer term outcomes.

- *Berk Disenrollment Evaluation and Environmental Scan*

This evaluation identified causes of disenrollment for students who obtained housing and provided recommendations for resources that could further support students facing similar obstacles in order to prevent disenrollment. The evaluators also intended to investigate if and how program requirements had an impact on populations overrepresented in the group of CHAP participants: students of color, students who are parents, and adult learners (students over 25 years old). The BERK evaluation included all students who were former or current participants in CHAP.

The summary will serve as a guide to forthcoming partner discussions about the program's performance thus far and the programmatic shifts needed to improve outcomes. Program pivots, new programming (such as DOC-CHAP), and the execution of contractual agreements are on hold until the partners can fully digest and apply these learnings to the program's design.

PIE will bring this summary of learnings and recommendations to a future Board meeting.

3. 2021 MTW Plan Submission

THA submitted its 2021 Moving to Work (MTW) Plan to Housing and Urban Development (HUD) in accordance with the new due date, January 15th. The Plan, approved by the Board on November 18th, memorializes the flexibilities implemented in response to COVID-19 and allows for further emergency operational procedures should they be needed in the future.



Tacoma Schools Housing Assistance Program (TSHAP) Logic Model: January 6, 2020

PROGRAM GOAL: Tacoma Public Schools (TPS) students experiencing homelessness and their families are stably housed with the intent to reduce returns to homelessness among the TPS student body and improve academic outcomes.

PLANNED WORK		INTENDED RESULTS ¹		
Resources/Inputs →	Activities →	Outputs →	Outcomes →	Impact
<i>Resources needed to operate TSHAP.</i>	<i>If you have access to them, then you can use them to accomplish your planned activities.</i>	<i>If you accomplish your planned activities, then you will hopefully deliver the amount of services that you intended.</i>	<i>If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways.</i>	<i>If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might be expected to occur.</i>
FUNDING COMMITMENTS (3/1/20-12/31/21) <ul style="list-style-type: none">- Rental assistance (THA federal funds): \$800,000- Housing and supportive services (Pierce County): \$400,000- Supportive services (THA philanthropic funds): \$356,461- Administration (Pierce County): \$35,646- THA program oversight (TPS): \$125,000 ANNUAL STAFFING <ul style="list-style-type: none">- 2 FTE case managers (Wellspring)- .25 Data and accounting manager (Wellspring)- 1 FTE contract administrator (Pierce County)- 1 FTE project manager (THA)- .25 data analyst (THA)	McKinney- Vento Liaison refers students and their families to Wellspring Wellspring engages the family in a creative conversation to identify needs and potential solutions. Potential solutions include: <ul style="list-style-type: none">- One-time assistance in the form of prevention supports for unstably housed families or diversion for those who are currently homeless- Time-limited assistance in the form of ongoing prevention supports or Rapid Rehousing subsidy support for families experience homelessness	# of households served # of persons served # of students served Length of time household is served Length of time it took the household to secure housing ² Type of assistance provided to each household In-kind value of services provided	ECONOMIC MOBILITY <ul style="list-style-type: none">- Increase in household income HOUSING STABILITY <ul style="list-style-type: none">- Household is in same address at start and end of program- No returns to homelessness- Households are still housed at 6, 12, and 24 months ACADEMIC SUCCESS <ul style="list-style-type: none">- Attendance- Credit attainment- Meeting standards- On track to graduate (trend data of students in system, timeline rate)	Increased academic success among McKinney-Vento students Reduction in returns to McKinney-Vento status

¹ Potential barriers that may influence intended results include increases in school district homelessness, lower academic outcomes among the McKinney-Vento population, low vacancy rates, and continued impacts of the COVID-19 pandemic. All outcome data will be disaggregated by race and other demographic characteristics.

² For those households that were unhoused prior to receiving a housing subsidy.



TACOMA HOUSING AUTHORITY

ADMINISTRATIVE SERVICES



TACOMA HOUSING AUTHORITY

DATE: January 27, 2021

TO: THA Board of Commissioners

FROM: Sandy Burgess
Director of Administrative Services

RE: Administrative Services Department Monthly Board Report

The Administration Services continues to be very busy participating with Real Estate Development, Property Management and Rental Assistance in bringing Arlington and the Rise Apartments online. We are supporting access control, leasing, completing compliance documents and transitioning the properties to operations and oversight. We are also supporting Real Estate Development with the acquisition of The Trees, working to bring third party property management to the properties.

Asset Management is also working with Finance to identify reporting requirements for the two new tax credit properties, with a new investor, BFIM.

IT and the OpenDoor Team continue to be busy supporting staff as they work from home, both with equipment, as well as software solutions.

Tacoma Housing Authority (THA) received several year-end grant awards including CARES Act funding from Pierce County for rent assistance related to COVID which was applied to tenant and client late rent ledger accounts.

The department is also hiring, filling the Risk Manager position, as well as new positions: Procurement and Contracts Manager, Electronic Content Management Administrator, Data Analyst, and an Associate Director for IT.

1. ASSET MANAGEMENT AND COMPLIANCE

1.1 New Asset Manager

We welcomed Rebecca Spencer to THA in November 2020 as our new Asset Manager for Administrative Services and she has hit the ground running.

She is reviewing investor documents, budgets, construction documents, reporting requirements and much more for our properties. She has been introduced to staff at our 3rd party managed properties and is meeting with THA staff daily. She is working with Finance, Compliance and Property Management on reporting requirements including for our two new properties coming online.

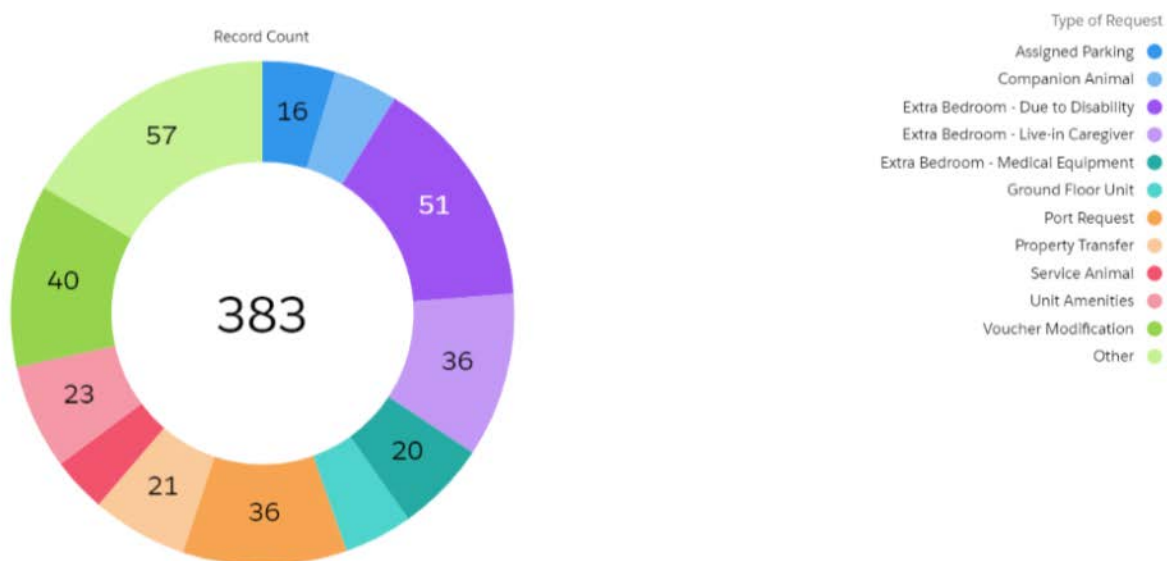
Rebecca has been assigned oversight of our lease with DCYF for the Bismark home that is serving as a temporary house for foster children in its care who are infected with the COVID-19 virus, who need to be quarantined as a result of that infection, and for whom, because of that infection and that need for quarantine, DCYF has not been able find an adequate foster care placement.

Rebecca will be working with Sandy and Karen on a Per Unit Per Year (PUPY) report for the March Board of Commissioners meeting that will summarize our 2020 PUPY with comparisons to the previous year. Overall, our properties performed well during 2020. We continue to evaluate the impact COVID has had on our tenants and properties and are working with Finance and Property Management to anticipate what will be necessary once we are back to full operations.

1.2 Compliance

Compliance Auditors Nicole Thomas and Jase Mesker have been very busy reviewing compliance files for the Arlington and the Rise apartments leasing along with typical unit turns. We want to express our gratitude to Property Management and Teri Nolan for assisting with file review during this busy time. Nicole has been leading the year-end Tax Credit reporting in partnership with Property Management.

Jase has been splitting his time between compliance file review and Reasonable Accommodation requests. We had 383 Reasonable Accommodation requests in 2020 with the highest percentage being requests for an extra bedroom due to a disability.



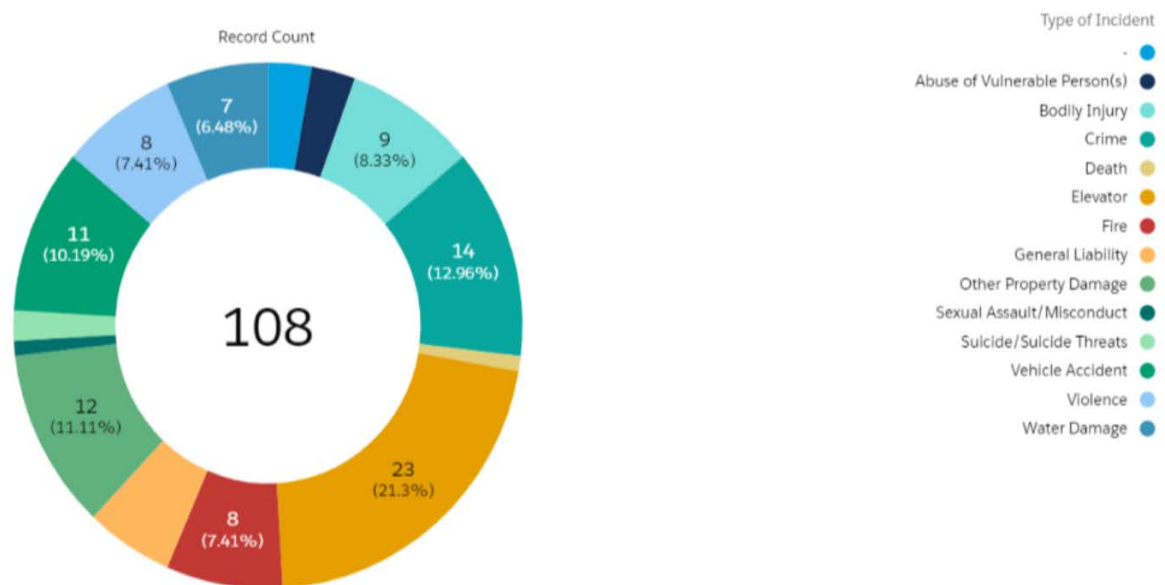
2. RISK MANAGEMENT

2.1 Insurance

Sandy worked with Alliant to renew all our insurance policies. While our premiums increased, we still fared well as compared to other organizations of our size and type. We will report in March on our insurance claims for 2020.

2.2 Incidents

Incident reports were down 35% in 2020 from the previous year. There were 108 incidents reported in 2020 as compared to 165 in 2019. The highest percentage of incidents reported were for elevator issues in 2020. We are working with Finance and Property Management on a strategy to address elevator issues, repairs, and parts replacement in 2021 – 2022. On a positive note, violence and crime incidents were our highest percentage in 2019 and were down 20% in 2020.



We are optimistic in our search for a new Risk Manager and that this position will be filled soon. Sandy, Karen and Jen continue to backfill until we find the right fit.

3. RESOURCE DEVELOPMENT AND GRANTS

3.1 Resource Partners

One of the positive things that came out of 2020 was seeing how our community stepped up during a time of crisis. Philanthropists, Foundations and other funders have provided funds to address the impact of the COVID pandemic in several ways. We received grants from Key Bank, Umpqua Bank, Ballmer Group, Bamford Foundation, Greater Tacoma Community Foundation, FEMA and Pierce County CARES Act funding to address the impact of COVID on our clients, tenants, operations, and staff. Some of these funds were specifically targeted to helping the new residents at Arlington Apartments with lease up supports and other funds were provided to help households that are behind on rent due to the impact of COVID.

Funders that awarded grants for programming activities extended their deadlines and reporting requirements for activities that we could not adjust to virtual platforms. Staff were very resourceful in utilizing grants for civic engagement activities for the 2020 Census and Financial Education for our clients and tenants. We are looking forward to resuming programming activities and engaging with clients and tenants later in 2021.

3.2 GRANTS

While we did not pursue as many programming grants in 2020, we did secure \$792,000 from the Ballmer Group and \$400,000 from the Pacific NW division of the Gates Foundation to support our Education Project initiatives including the Tacoma Schools Housing Assistance Program that is now being administered by Pierce County Human Services.

We received \$3,759,945 in grants in 2020 – an increase of \$468,000 over our fund raising in 2019. Administration of these important grants requires a great deal of support while also continuing to pursue additional funding opportunities. Grant funding is allowing us to finalize the job description to hire someone that will assist with contract administration to ensure we continue to report on time and properly track contract requirements.



TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: January 27, 2021

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

First, and importantly, Client Support and Empowerment (CSE) would like to thank the Board of Commissioners for the break from board reports at the end of 2020. This break allowed for the team to focus on helping clients combat two pandemics, ensure their basic needs were met, work toward increasing mental health resources, and provide critical support to THA residents and families.

The CSE team finished the year in the same impressive fashion evident throughout the first three quarters of the year. While managing many of the same struggles and difficulties THA families have endured, Case Workers have shown up with grace, good humor, innovation, flexibility, and dedication. Residents and families have not only utilized support to meet their basic needs, but have leveraged the resources expertly offered to ensure their children are engaged in school, managed stressful work schedules, navigated a maze of bureaucracy to access state and federal support, and in some cases increased their income and improved their credit scores. THA employs an incredible group of social workers and support staff throughout the agency, and these pandemics and social upheaval have shown our staff in the best light amidst incredibly challenging times.

In the final months of the year, Arlington Drive Apartments opened and began housing homeless young people and their young children. With the incredible help of Property Management and Real Estate Development, we were able to house dozens of young people in the middle of the winter.

As you may know, getting young people housed at Arlington is no small feat. Young adults who find themselves houseless are, by necessity, a transient population. Many of them travel from couch to couch, city to city, or even across state lines to find a place to crash. Far too often they come from institutional settings with very few belongings and no access or understanding of how to access their vital documents like identification, social security cards, employment records, and/or any number of other required documents. They reasonably have intermittent access to phones and internet and can be very hard to keep track of as they try and find housing. Despite these challenges, the Y Social Impact Center and THA's Property Management did an unbelievable job at ensuring these vulnerable young people got into housing at Arlington. Typically, to fill a tax credit unit can take several months and will see several initial applicants fall out of contact. Arlington has been different. Not only has every unit been spoken for, close to 40 have been filled in a matter of a couple of months, and the Y is working with another 200 to help them find support and housing outside Arlington. Now, we are steadfastly focused on ensuring the state legislature appropriates sufficient funding to ensure services are maintained at this high level.

CSE is also working alongside many departments at THA to bring early childhood education to Salishan. CSE's role is to engage the childcare and early childhood education community in a consultation process. These conversations have been fruitful! One of the biggest recommendations we have heard from local providers is the benefit of, and need for, wrap-around services to accompany the offerings a preschool provides. Wrap-around services will ensure that families receive the full support they need, including access to resources offered by THA and our partners. CSE is excited about the opportunities at our doorstep and looking forward to strong partnerships that will enhance families' experience and access to a wide array of comprehensive supports.

3. DEPARTMENT UPDATES

3.1 Staffing Changes

CSE hired Amy Van as our new Project Manager in September of 2020! Amy comes to CSE from the Policy, Innovation and Evaluation (PIE) department, where she focused on THA's education programs. In her new role, Amy will support CSE in several ways, focusing primarily on our own strategic planning process. Within strategic planning, Amy will help CSE develop a formal Theory of Change, help us to streamline a service delivery model pulling from national best practices, determine the best ways to highlight CSE's outcomes, and develop a new braided funding strategy that will allow for all THA clients to have access to all of CSE's programs with ease. In the first few months Amy has been

with us, she has already made strong headway into updating the Family Self-Sufficiency (FSS) Action Plan and finalized a contract with a consulting firm to aid our strategic planning efforts. She will also continue to manage the Children's Savings Account (CSA) program, which she managed in PIE, helping us to transition to Greater Education Tuition (GET). We're very grateful for Amy's addition to our team!

3.2 Program Updates

3.2.1 Child Savings Account

In the last few months of the year, a group of families came together to form a "Family Advisory Committee." This committee is helping to provide insight into the family experience of the CSA, and to come up with new ideas around engagement and opportunities to provide financial empowerment resources. CSE is working with the Family Advisory Committee to brainstorm new ways they might help to advise THA, including considering a resident advisory committee. They also helped improve communication about the GET program and the CSA transition and offered creative ideas to encourage participation in CSA activities and events, including offering incentives and new topics for discussion that may be of interest like investing and FAFSA navigation.

Staff have worked hard to reach out to all families enrolled in the CSA to let them know of upcoming changes to the program, and the shift to GET. CSE staff members Amy and Marty have had regular meetings with the Washington Student Achievement Council to ensure a smooth transition and to develop an online dashboard of the THA CSA Master Scholarship GET Account. This dashboard will help us track students' enrollment and overall account balances and expenditures.

Marty Higgins has worked closely with Sound Outreach to implement a new online class series for all THA families, including families in the CSA. Classes began in December and will continue into 2021.

3.2.2 Senior and Disabled Buildings

Staff working with residents of the seven buildings housing seniors and folks with disabilities have been busy, as well. As can be imagined, the pandemic has taken a toll on feelings of isolation, access to resources to meet basic needs, and overall mental health. Case Worker Sukara Grandberry has been working to enhance

access to mental health resources at THA properties. She has engaged a group of community partners to roundtable ideas around how to better provide access and coordinate services. While THA does not employ clinical mental health counselors, the need for such support is great. Enlisting the help of local providers will provide deep and meaningful opportunities for clients to access support with trusted professionals.

Martha Matthias continues to be a force as THA's Community Builder! Martha runs the Community Wellness contract with the City of Tacoma and has exceeded all contract expectations. In 2020, Martha provided a staggering 4,391 resource connections, which is 975% of the goal of 250 connections. Many of the resource connections were for basic food resources, ensuring that THA's most vulnerable clients had access to good, healthy, fresh and shelf-stable food. She also provided 184 skill building hours, 184% of the goal set in the contract. Martha's ability to provide skill building hours in the midst of a pandemic that prevents her from seeing clients face-to-face is truly unbelievable. On top of all of that, Martha arranged an apartment decorating contest in all seven building, helping residents feel joy and a connectedness to each other and THA. The benefits of such events cannot be overstated.

3.3.3 Contracts

(a) Whole Family Services

In October, CSE had a monitoring visit with the City of Tacoma for the Whole Family Services (WFS) program. That visit went very well thanks to the work of the WFS team and Kendra Peischel's adept data management. We are awaiting the final report but expect nothing but high marks. The Whole Family Services contract was renewed for the next biennium at essentially flat funding.

The chart below shows the outcomes for our Whole Family Services contract

Outcomes	2020 Total	2020 Goal	Percentage Complete
Individuals Served	455	125	355%
Case Management Hours	2475	2520	98%
Completed Assessments	97	50	194%
Goal Plans Completed	89	50	178%
Educational Goals Completed	59	50	118%

(b) Community Wellness

The Community Wellness contract ended in December of 2020. As stated above, we exceeded all contract expectations and have seen that contract extended for another biennium. Unfortunately, due to funding cuts across the city, the contract **is only funded at 67% of the previous contract amount**, but we have made adjustments in our budget to ensure that Martha can continue her incredible work full-time, understanding the clear benefit of her work and connections.

(c) Center for Strong Families

In 2020 the Center for Strong Families program helped families see some great changes. 86% of families (20/23) had an average income increase of \$9,144 per family. Another 86% of families went from either no annual earned income or a negative net worth, to a positive net worth and increased earned income. 18 households saw their credit scores increase by an average of 43 points. THA and Sound Outreach have worked extremely well together, helping families stay engaged in financial empowerment throughout the pandemic. We are grateful for our partnership with Sound Outreach and have had amazing experiences working with their Financial Coach, Kenan Hadzic. His innovation, persistence, engagement prowess and consistency have been a wonderful benefit to THA and our clients.

(d) Volunteer Income Tax Assistance

Starting in October we began conversations with Associated Ministries to renew our commitment to bringing tax preparation services to our clients in Salishan through the VITA program. This was made even more challenging due to the pandemic and the precautions taken to keep our staff and customers safe. Taxpayers that do not have access to the technology still need to complete their returns online. They then will be able to bring their tax paperwork to be copied by volunteers. This will limit the time the taxpayer will spend on the property to 10 or 15 minutes. This is all being accomplished while keeping the safety of our partners, staff, and community, as our number one priority. Thus, COVID precautions, including wearing masks, maintaining social distancing, and disinfecting areas where people conduct business, will be strictly adhered to.

(e) Community Engagement

CSE has become more involved in Pierce County childcare conversations. In partnership with Foundation for Tacoma Students and Child Care Resources, THA has helped to put together a funding proposal and budget for increasing childcare capacity for THA residents. We have also been participating in the weekly Pierce County Childcare Strategies meeting facilitated by First Five Fundamentals. All of this involvement has helped prepare for our conversations with the Day One Foundation and the possibility of a Bezos Academy at Salishan.

(f) Family Self Sufficiency

In 2020, 19 families graduated from the Family Self Sufficiency program, averaging a total of \$4,590 in escrow payouts. Families used those funds to help them save for purchasing a home, paying off debt and reducing barriers to homeownership, buying furniture, and for moving expenses.

(g) By the Numbers

The chart below shows the total number of resource connections CSE staff made with and for THA residents and families. “Rental Assistance Programs” includes rental assistance, utility assistance, and food assistance.

September-December	
Types of Resource Connections	Total
Asset Building	23
Children and Youth	7
Counseling Programs	4
Elderly Disabled Services	14
Employment-Related Services	86
Entrepreneurship Training	1
FSS Outreach and Orientation	2
Health care	1
High School or Equivalent Education	2
Homeownership	1
Job Skills Training Programs	1
Legal Services	4
Life Skills	12
Resident Assistance Programs	2560
Transportation Assistance	2
Grand Total	2720



To: Michael Mirra, Executive Director
From: April Black, Deputy Executive Director
Cacey Hanauer, Director of Client Support and Empowerment
Amy Van, Project Manager, K-12
Date: December 7, 2020
Subject: Children's Savings Account Program Grandfather Plan for Presently Enrolled Participants

1. Executive Summary:

The Policy, Innovation and Evaluation (PIE) and Client Support and Empowerment (CSE) is recommending a grandfather plan to transition the current participants of the Children Savings Account (CSA) program to the redesigned CSA program. In May of 2020, Tacoma Housing Authority (THA) Board of Commissioners approved a resolution to transition the CSA from one operated through Heritage Bank to the state's 529 Guaranteed Education Tuition (GET) program.

The purpose of the grandfather plan is to achieve the following:

- Honor the program engagement and achievement of current CSA families and their 204 students;
- Provide an incentive that encourages families to continue engaging in the program; and
- Provide a transition plan for both families and CSA staff to the redesigned CSA that will offer a new earning structure which will allow THA to effectively expand the program to additional THA households.

Staff arrived at the following recommendations after considering these goals and accounting for the dollars available for current CSA students.

1.1. PIE and CSE recommend the following for a CSA grandfather plan:

- THA will discontinue the K-5 THA match of up to \$400/year by December 1, 2020;
- THA will discontinue the menu of incentives from the current secondary-grade menu by November 1, 2020;
- THA will allow CSA students who began the program as part of the K-5 phase of the program be eligible to:
 - Retain all dollars earned by December 1, 2020 from the K-5 seed and match; and
 - Additionally earn \$2,200 deposited into their GET account upon completing the 6-12th grade phase.
- Students who began the program as part of the 6-12th grade phase of the program are eligible to earn \$2,200 deposited into their GET account upon program completion;

- THA to roll the CSA program into THA's Whole Family Services initiative to support a two-generation approach.

1.2. To acquire the dollars from the Grandfather plan, students must complete the following:

- Be enrolled in the CSA prior to October 31, 2020; and
- Enroll into the GET program by May 31, 2021; and
- Apply for the state's College Bound Scholarship by the end of 8th grade;
- Complete a Free Application for Federal Student Aid (FAFSA) upon requesting for their initial disbursement of GET funds;
- Earn their high school accreditation; and
- All program students will be subject to the rules for fund disbursement as outlined by the GET program manual.

To support the program transition and CSE will be communicating program changes to CSA families, this includes the shift to the GET program and providing details of the grandfather plan. CSE staff will also support with the enrollment of families into acquiring a GET account. CSE will also provide CSA families the opportunity to engage in Whole Family Services.

The CSA has not seen new program enrollment since the COVID pandemic began affecting Tacoma. Therefore all CSA families currently enrolled meet the first criteria of having joined the program prior to October 31, 2020. Families who do not qualify for the remaining criteria will forfeit any funds provided by THA. Families can choose to keep and maintain their household GET account for their own separate use even if they are no longer eligible for THA funds, or if they choose to exit the CSA program.

2. Background:

In May 2020, THA leadership and Board of Commissioners approved the decision to shift its CSA from Heritage Bank to a program integrated with the state's 529 Guaranteed Education Tuition (GET) program as part of its redesign model. The Washington State GET program is a 529 prepaid tuition plan that allows families to buy tuition units with a state guarantee that these units will keep pace with tuition increases at the state's highest-priced public university.

To help it arrive to the decision of this grandfather plan, PIE and CSE considered the input CSA families provided as part of the focus group exercise conducted by BERK in 2019. In these focus groups, families expressed interest in a CSA program that can offer as much financial resources to their children, preferring low-barrier requirements to acquire those financial resources, though families did not have a preference with how THA decides to allot CSA dollars. Families also expressed a desire for THA to provide supports for both children and adults navigating post-secondary pathways and financial resources. This plan also proposed incorporating the CSA into an existing Whole Family Services (WFS) program that provides case management support that will help THA work with households to overcome identified barriers.

PIE and CSE also took into consideration the financial and educational challenges brought forth by COVID-19. The grandfather plan acknowledges the inequities families of color and low-income families experience in terms of access to information, devices and resources needed to effectively learn in this era of distance learning. This plan seeks to celebrate students who manage to graduate high school and forge a path forward despite major disruptions brought forth to their educational, social and personal lives by a global pandemic.

In recognizing that many of the milestones in the original incentive structure will be difficult to track and apply equitably when many families are without adequate resources, the CSA must look toward non-classroom avenues to encourage families toward future pathways and financial planning. Without a new incentive menu to offer families presently, PIE and CSE propose to offer grandfather plan-eligible students an opportunity to earn the dollars upon the completion of their FAFSA and high school diploma. Administratively, this allows CSE staff to focus on family engagement and build out an improved and simplified incentive menu for future cohorts that reflects best practices and resolves the abovementioned challenges.

PIE and CSE will work with third-party evaluator, BERK Consulting, to develop a CSA family advisory council in the coming months. Initial tasks of this advisory council include helping to develop a new CSA earning structure that can be applied for future CSA participants and informing the types of services and resources that fits the need of CSA families. Absent of a new incentive menu for current CSA students, CSE will pilot its Whole Family Services expansion to CSA families with targeted outreach to secondary grade students. Additionally, THA will partner with the Washington Student Achievement Council to engage and outreach to families in post-secondary pathway planning resources and information.

3. CSA Budget Assumptions:

To arrive at the adjusted dollar amount for the grandfather plan recommendations, PIE and CSE took several factors into consideration when evaluating the CSA budget:

- Students must not “lose-out” on dollars earned to present date.
- The adjusted maximum dollar amount for the grandfather plan should attract and encourage ongoing program participation from present CSA families.
- The grandfather amount must be covered by existing funds and remaining CSA dollars must provide THA enough capacity to expand the program to serve additional students in Salishan over the next two years. The budget exercise looked at both total fundraised dollars available to date, and separately, total CSA dollars with THA’s own commitment to the program (though funds have not yet been contributed).

Table 3.1. outlines the CSA budget that indicates total funds invested, spent-to-date and total funds remaining. The very last row accounts for the \$250,000 THA committed to the CSA with Moving To Work monies, though no funds have yet been spent for this purpose.

Table 3.1 - CSA Budget as of September 2020			
Organization	Total Funds Invested	Amount spent to-date	Total Funds Remaining
Bamford	\$200,000	\$40,858	\$159,142
Sequoia:	\$240,000	\$29,926	\$210,074
Heritage:	\$500,000	\$14,006	\$485,994
WALSH	\$15,000	\$3,075	\$11,925
Total:	\$955,000	\$87,865	\$867,135
THA commitment:	\$250,000	0	\$250,000
Total earmarked for CSA	\$1,455, 000	\$87,865	\$1,205, 000

In the 2019 school year, THA accounted for 2,188 students belonging to households who were also enrolled in TPS. Under the assumption that the student number and dollars fundraised and THA's commitment goes relatively unchanged, the CSA budget has the capacity to serve all eligible THA children enrolled in TPS if we reduce the maximum award from its current amount of \$7,350.

Table 3.2. below shows the relationship between maximum CSA participant enrollment number when the maximum award is reduced. From left to right, the first two columns show that with the existing fundraised dollars, THA would be able to serve 87% of its TPS K-12 population if every child was allotted \$500 per account. Based on national best practice and research, \$500 in an account is enough to encourage the increased likelihood a child enrolls into post-secondary and completes their post-secondary degree. The last two columns in the far-right shows that with THA's \$250,000 commitment added to the equation, THA can serve all presently enrolled TPS students and future cohorts.

Table 3.2. - Relationship between maximum CSA enrollment and maximum dollar award available per account					
Reduction in total award dollars	Maximum Award Per Account (based on \$955,000 of total dollars fundraised, excludes THA commitment)	Maximum Enrollment #:	Maximum Award Per Account (based on \$1.2 million of total dollars fundraised and committed by THA)	Maximum Enrollment #:	Increase in max enrollment capacity
	\$7,350	129	\$7,350	163	
	\$1,000	955	\$1,000	1,205	
	\$500	1910	\$500	2,410	

The expansion of the CSA will need to take place in phases, with the first phase focusing on children under age 18 in Salishan. Based on existing data, there are 1,108 eligible Salishan youth. Provided there are 204 students participating in the CSA, therefore we can assume that a remaining 904 students are eligible to enroll into the program.

If THA were to expand the CSA to allow all 1,108 Salishan students to participate, with \$500 earning potential for remaining eligible children, the program will need to earmark \$452,000 for those students. Table 3.3. models the total dollars THA can expect to budget if the maximum CSA award for every participant was \$500. The model is calculated based on the total number of students currently residing in Salishan, as well as total number of students belonging to THA households with active leases who were enrolled in TPS in the 2019 school year.

Table 3.3. – Total dollars needed to serve eligible students based on a maximum award of \$500/account		
Maximum Award	Total # of Students	Total Dollars:
\$500	1,108 (children in Salishan)	\$452,000
\$500	2,188 (all THA-TPS students)	\$1,094,000

4. Grandfather Plan Decision Matrix:

PIE and CSE evaluated the benefits and challenges for several different payment options for the grandfather plan. Table 3 is a matrix that outlines the pros and cons identified for each option, as well as the cost to earmark those payment options and dollars that will remain for future expansion.

Both options 1 and 2 allow all K-5 participants to retain their seed and matched dollar, however in both cases, THA will discontinue the CSA match programming by November 1, 2020. Staff observed that less than 10 families make deposits per year, therefore there is little impact in removing this component of the program. Both options also discontinue the 6-12th grade incentive earning menu and application of that menu and instead offers a one-time flat earning for all scholars who complete their high school diploma. As mentioned in the section above, the changes brought forth by COVID, including distance learning,

The key differences in these options are the amounts of the one-time earning and the varying impact it has on the CSA budget and family impact:

- Option 1A offers all presently enrolled CSA students the maximum earnings provided from the 6-12th grade portion of the program, \$4,200 (\$700/year). While this option offers families a generous pay-out out of all the options, it will quickly deplete the available funds to serve more students for program expansion.
- Option 1B offers a compromise to the former. A payout of \$2,200 (\$366/year) benefits majority of CSA scholars based. The current average rate incentive-earning across the 6-12th grade cohort is roughly \$155 per year. This option allows a greater dollar amount upon program completion than current projection. This option also allows the highest-earning CSA participant to retain all their incentive dollars earned to-date. The remaining funds from this option also allows THA enough capacity to safely expand.
- Option 2 attempts to award dollars based on students' financial need as identified by their household's average median income (AMI). The award amounts depicted in this option are arbitrary but provided for the sake of the budget exercise. This option attempts to apply a wealth-equity approach to the program. There are many challenges to implementing this option: the first is insufficient household data due to the fact that not all CSA families are THA households, therefore THA will be missing household income data for one-third of CSA families; the second is the administrative burden to collect and track changes in household AMI over time; the third is the challenge to adequately budget for this type of structure because of insufficient data and changes to household earnings over time. Lastly, with two-thirds of CSA students belonging to THA households, many of whom are 50% AMI and below, this option does not provide significant wealth-equity benefit despite its intentions.

Table 4.1. Grandfather Plan Decision Matrix: Assumes 208 currently enrolled CSA students

Options	Pros	Cons	Estimated Earmarked Amount for 204 Grandfather-plan eligible CSA students	Remaining Dollars for CSA Expansion
1. Allow all K-5 to retain their seed & match. Discontinue matching by November 1, 2020; discontinue current 6-12 th grade incentive menu; AND a one-time program completion incentive:	<ul style="list-style-type: none"> Honors most of the initial agreements between THA and CSA participants. 	Does not honor the original match structure.	K-5 Seed & Match: \$21,232 (as of 9/3/2020)	
a. Flat \$4200 upon program completion (high school diploma and FAFSA completion)	<ul style="list-style-type: none"> Scholars are eligible for max earning of \$700/year (based on 6-12th incentive model). 	<ul style="list-style-type: none"> Will deplete nearly half of CSA dollars available, creating a challenge for expansion 	\$856,800 + \$21,232 = \$878,032	\$76,968 (fundraised dollars) \$326,968 (with THA commitment)
b. Flat \$2200 upon program completion (high school diploma and FAFSA completion)	<ul style="list-style-type: none"> Scholars receive above-average earning potential; the highest achieving-student 	<ul style="list-style-type: none"> Will not honor the original max earning potential of initial CSA 	\$448,800 + \$21,232 = \$470,032	\$484,968 (fundraised dollars)

Options	Pros	Cons	Estimated Earmarked Amount for 204 Grandfather-plan eligible CSA students	Remaining Dollars for CSA Expansion
	<p>will not lose any of their dollars to-date;</p> <ul style="list-style-type: none"> Allows enough CSA dollars to remain for THA to safely expand 			\$734,968 (with THA commitment)
<p>2. Allow all K-5 to retain their seed & match. Discontinue matching by November 1, 2020; discontinue current 6-12th grade incentive menu; AND a one-time program completion incentive based on household AMI at high school graduation:</p> <ul style="list-style-type: none"> 30% AMI and below earn \$3000; 50%-30% 	<ul style="list-style-type: none"> Tackles issues of wealth equity by prioritizing greater financial access to those with highest needs 	<ul style="list-style-type: none"> Administratively burdensome to track household income and allot CSA funds accordingly Difficult to budget for this because not all CSA participants submit household income to us (36% of CSA households are not THA households). AMI can change over time. Majority of households are below 	<p>63% (136 students) of CSA households are housed by THA (income data available)</p> <ul style="list-style-type: none"> 60% have AMI 30% and below 20% have AMI between 50-30% 	<p>\$444,168 (fundraised dollars)</p> <p>\$695,168 (with THA commitment)</p>

Options	Pros	Cons	Estimated Earmarked Amount for 204 Grandfather-plan eligible CSA students	Remaining Dollars for CSA Expansion
AMI earn \$2000; 50% and above \$1000		50% AMI, everyone should benefit from	<ul style="list-style-type: none"> 20% have AMI above 50% <p> \$21,232 + \$367,200 + \$81,600 + \$40,800 = \$510,832 </p> <p> (math is based on rough estimate of 60% of CSA students at 30% AMI and below, 20% are between 30-50% AMI and 20% above 50% AMI) </p>	

5. Recommendation:

PIE and CSE recommends THA adopts option 1B for the CSA grandfather plan. This plan allows presently enrolled CSA participants to retain all dollars earned from their K-5 seed and match, as well as earn \$2,200 deposited into their GET account for completing their 6-12th grade journey. PIE and CSE sees this option to have the most benefit to families, while also addressing the finite resources and limited capacity of the CSA. CSE sought input regarding this plan and families who responded to the survey were supportive of these changes. Under the assumption that THA grandfathers in current CSA participants under option 1B, there will be sufficient funds to pay-out presently enrolled CSA students and allow for full expansion to Salishan residents.

5.1. PIE and CSE recommend the following for a CSA grandfather plan:

- THA will discontinue the K-5 THA match of up to \$400/year by December 1, 2020;
- THA will discontinue the menu of incentives from the current secondary-grade menu as of November 1, 2020;
- THA will allow CSA students who began the program as part of the K-5 phase of the program be eligible to:
 - Retain all dollars earned by December 1, 2020 from the K-5 seed and match; and
 - Additionally earn \$2,200 for completing the 6-12th grade phase.
- Students who began the program as part of the 6-12th grade phase of the program are eligible to earn \$2,200 upon program completion.

5.2. To acquire the dollars from the Grandfather plan, students must complete the following:

- Be enrolled in the CSA prior to October 31, 2020; and
- Enroll into the GET program by May 31, 2021; and
- Complete a Free Application for Federal Student Aid (FAFSA) upon requesting for their initial disbursement of GET funds;
- Apply for the state's College Bound Scholarship by the end of 8th grade;
- Earn their high school accreditation; and
- All program students will be subject to the rules for fund disbursement as outlined by the GET program manual.

To support the program transition and CSE will be communicating program changes to CSA families, this includes the shift to the GET program and providing details of the grandfather plan. CSE staff will also support with the enrollment of families into acquiring a GET account. CSE will also provide CSA families the opportunity to engage in Whole Family Services.

6. Next Steps:

Upon approval of this plan, staff will outreach and communicate a transition plan for presently enrolled CSA families. Families will have the option to continue with CSA programming and enroll into the GET program, thereby becoming eligible for the grandfather plan. Families who choose to not continue will be refunded all dollars deposited into the child's savings account, including all monies contributed by the household and the THA \$50.00 seed. THA will retain any matched or incentivized amounts. CSE staff will provide outreach, information and technical support to all CSA households regardless of their decision to continue or discontinue the program.

To continue offering CSA families educational and resource benefits, CSE will pilot its Whole Family Services expansion to CSA families with targeted outreach to secondary grade students. Additionally, THA will partner with the Washington Student Achievement Council to engage and outreach to families in post-secondary pathway planning resources and information.

Beginning in October 2020, PIE and CSE will work with third-party evaluator, BERK Consulting, to develop a CSA family advisory council. Initial tasks of this advisory council include helping to develop CSA engagement and service strategies as well as help determine whether an earning structure will be applied to future enrolled CSA participants regarding the earning of THA dollars.



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: January 27, 2021

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 New Year will bring new challenges to the Rental Assistance (RA) department. We continue to try to anticipate the end of the eviction moratorium and impacts on our clients and landlords. The Rental Assistance 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 19th or explore the option of using a voucher. Reducing the number of households on our transfer waitlist will help us serve more families.

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

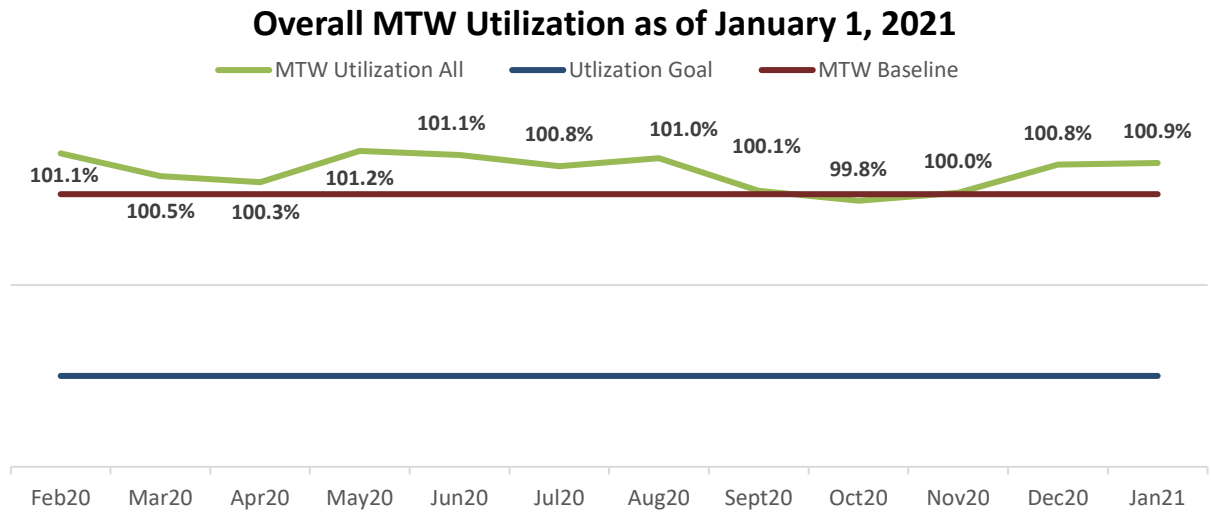
3.1 Covid-19 Operations: New Technology Project Updates

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 (15% of voucher holders) is the only program where participants can complete their annual review process entirely online. During the second half of 2020, we developed an online review process to improve customer service for over 2,500 customers. We are currently testing it with small groups. We expect to be fully online by spring 2021.
- **Online Briefings:** During the early days of the pandemic, staff conducted briefings via ZOOM and conference call. The department developed an online briefing tool for customers to complete briefings on their own schedule. This saves a significant amount of staff time. We completed the briefing for the Housing Choice Voucher (HCV) program. Online briefings will be available for HOP, College Housing Assistance Program (CHAP) & Children's Housing Opportunity Program (CHOP) by early spring.
- **Paperless Conversion:** Paper processes that require signatures throughout the department has largely converted to DocuSign. Waitlist packets, RFTAs and other time sensitive documents can be completed without paper. In the second half of 2020, the department moved to electronic file storage so files can be accessed and moved securely. This reduces paperwork and increases response and processing times.
- **OpenDoor / Outlook Integration:** Integrating Open door with Outlook has improved email communications with our customers and eliminates the need to add detailed account notes. We are now able to document all email correspondence in OpenDoor. This helps one staff member pick up where another one left off with the ability to see the communication log. Our team adopted this feature in late 2020.
- **Phones:** We look forward to working with IT in implementing a new phone system in 2021. In the meantime, staff are using Microsoft Teams instead of their desk phones. Visual voicemail is particularly useful for staff. The 902 front desk line is currently routed via Teams directly to our Office Assistants at home.

3.2 Overall Utilization

The overall Housing Choice Voucher utilization is reported at 100.8% as of January 1, 2021. 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.



3.3 Project Based Vouchers

THA continues to have strong utilization with project-based vouchers. As of early this month, Property Management has 32 families pre-approved for lease up at The Rise at 19th. Move-ins are expected this month. A portion of these move-ins will be families on THA's over/under housed transfer list. Rightsizing families at The Rise will result in vacancies in the portfolio that may be used to right size additional over/under housed families. Property Management's report contains additional information about the leasing process at Arlington Youth Campus and the Rise.

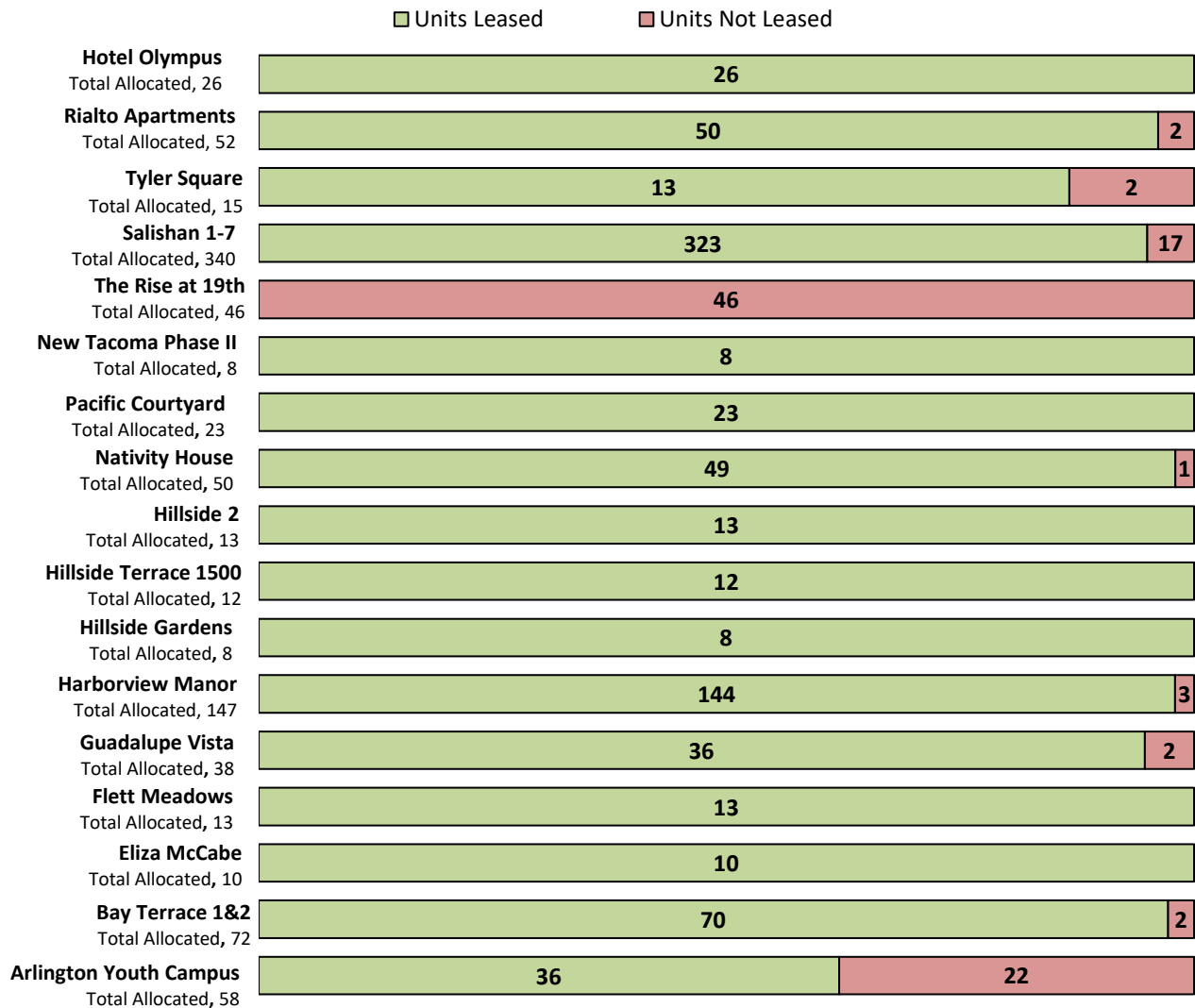
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Project Based Voucher Utilization as of January 2021



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. Our special programs team has made remarkable progress continuing to lease up the new allocation of FUP vouchers, as we've seen a 54% increase in the number of families housed since our last report to the Board. The team continues to do an outstanding job processing the referrals from DCYF and PCA and issuing vouchers to participants quickly. Communication with DCYF and PCA remains strong.

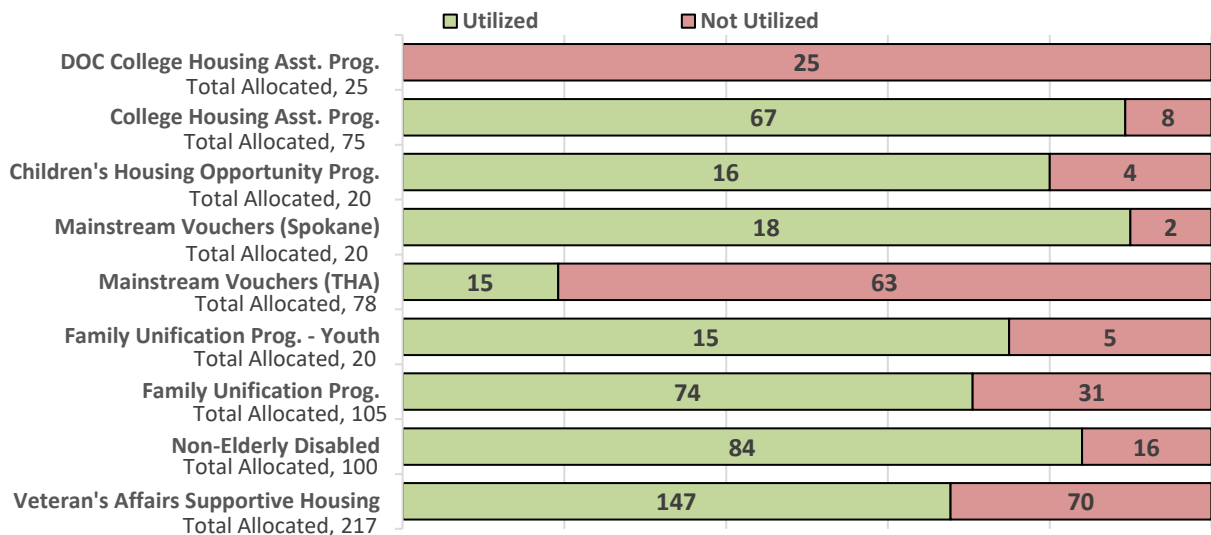
THA started to accept referrals for the award of 60 Mainstream Non-Elderly Disabled (NED) vouchers in early June. At the time of our last report, we had 4 Mainstream shoppers. Our efforts to utilize these vouchers were impacted by a lack of referrals from Pierce County. Over the past several months we've worked with Pierce County to increase and improve the referral process. Our special

programs team has processed over 50 referrals with 15 households housed and another 31 shopping. Additionally, HUD recently allocated 18 additional vouchers, bringing the total number of THA Mainstream Vouchers to 78.

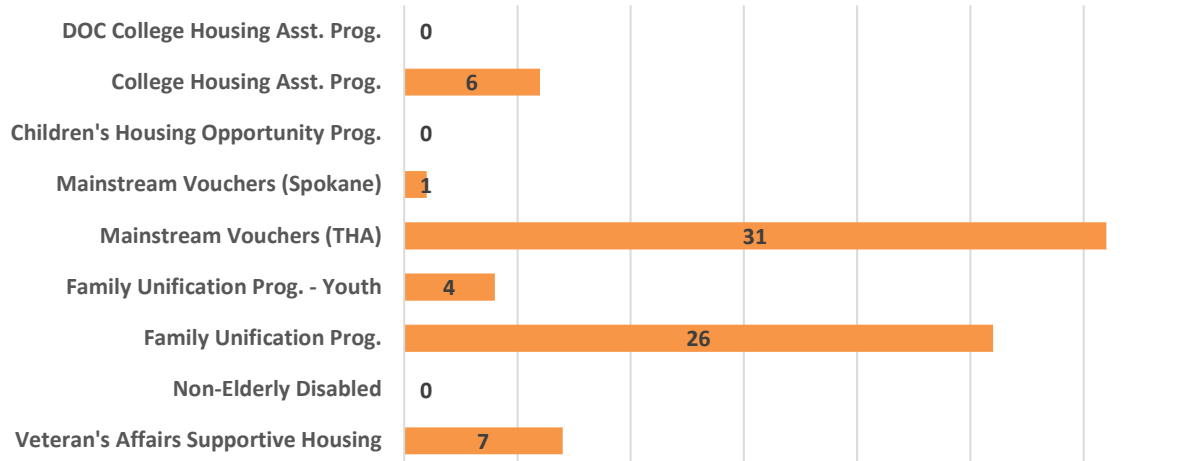
THA received another award of 50 Veteran's Affairs Supportive Housing (VASH) vouchers that will be effective 4/1/2021. THA continues to work closely with the Veteran's Affairs (VA) to ensure collaboration remains strong and referrals are being submitted. THA has made an introduction to the VA regarding a new property being built in 2022 for VASH vouchers. These would be moved from our VASH allocation to a Project Based VASH voucher. This discussion is in its early stages, but it could utilize as many as 40 VASH vouchers.

The Department of Corrections 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.

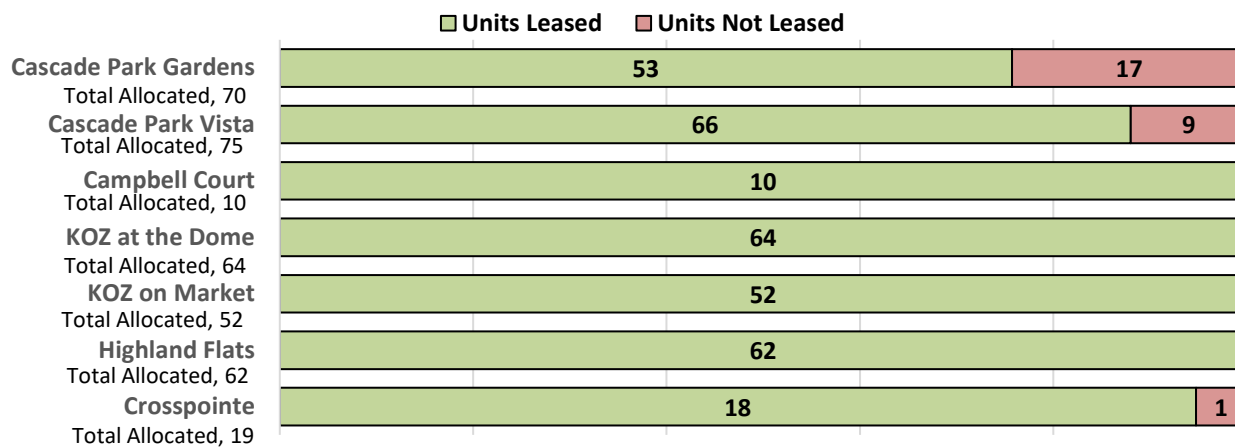
Special Program Utilization as of January 2021



Special Program Shoppers as of January 2021



Property Based Subsidy Utilization as of Q4 Report: October 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 have completed our 100% audit at Highland Flats allowing the property to cure some of the findings. The total amount of Housing Assistance Program (HAP) we ended up recouping was under \$200,000. All the funds were recouped by the end of December 2021. We have also completed the 100% audit for Crosspointe. This small property has generated a recoup amount of nearly \$100,000. Many of the same concerns from Highland Flats are repeated at Crosspointe. This has been a long process to the point of another audit coming up very soon. We have concerns regarding the ability of these properties to become compliant and are taking a very firm stance with the owners.

Cascade Park Gardens and Vista are assisted living communities serving Medicaid-qualified senior and disabled residents. These properties have been hit extremely hard by the pandemic. The properties had no occupancy rate concerns prior to the pandemic. THA will continue to monitor the situation at these two properties.

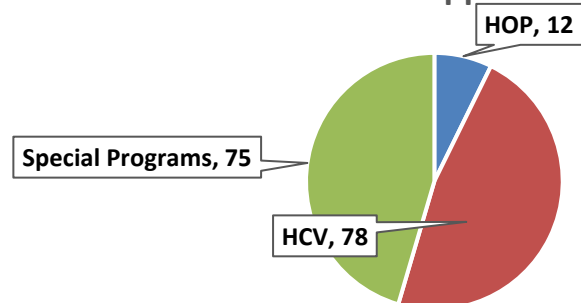
Cascade Park Gardens and Vista staff have been HQS certified and will conduct their own inspections at turnover. Our inspectors will conduct audits to ensure compliance.

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 January 2021, there are 165 total clients shopping. These numbers will continue to increase with the addition of new Mainstream, FUP, and VASH vouchers. We surmise that the pandemic and eviction moratorium are reasons why families are presently less likely to move. A rental property survey commissioned by the City of Tacoma indicates that low-income vacancy rates stayed the same in the fourth quarter of 2020 at a 1% vacancy rate. Over the past 6 months, the majority of those housed were able to find a unit in under 50 days (68%). Our special program participants have bigger barriers and it typically takes them longer to secure housing. Successful Mainstream & FUP participants are more likely to spend 50 or more days searching for housing.

Current Number of Shoppers as of January 2021



3.6 Leasing & Waitlist Management

There are 1,800 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.

Leasing has been busy identifying households from our regular waitlist and our over/under housed transfer waitlist to fill units at The Rise at 19th. 10 transfer waitlist households received moving cost assistance to move out of the Portfolio and utilize HCV vouchers. As households start to move in this month, we anticipate that Leasing will be busy working to help backfill units in the portfolio.

3.7 Inspections

The Inspections team continues to conduct initial inspections in unoccupied units. We certainly have a backlog of inspections due to the pandemic, but we've taken steps to reduce them using the authority we presently have, implementing Coronavirus HUD waivers and proposing changes in our Moving to Work (MTW) plan. The team continue to work on the following to improve inspection efficiency and to address the backlog:

- Moving all annual inspection schedules to biennial under existing authority
- Developing a process for owners to self-certify that their units have no life-threatening fails to give THA one year from the missed inspection date to conduct a follow up inspection (HUD Waiver)
- Partnering with IT to develop an inspections app to improve operations
- Proposing "significant changes" to THA's 2021 MTW Plan to:
 - defer HQS inspections until the next regular inspection date
 - accept self-certifications from owners and tenants for initial inspections
 - adopt alternative methods of inspections such as remote video inspections
 - implement triennial inspections for THA's Portfolio since these units are subject to regular inspections conducted by Property Management

3.8 Covid Late Rent Relief Program, Landlord Engagement & Renter's Readiness

In November, THA received \$607,000 from the Pierce County to help our clients and tenants pay rental arrears. Rental Assistance convened a cross departmental team to market the program, build an application processing platform, administer the program and make payments. We are grateful to Adam Ydstie, Rath Sao Moun, Alexis Eykel, Maddie Pattin and Rainy Esteves who stepped up to work on this time-sensitive special project.

We deployed emails, letters and robo-calls to our client and landlord partners. We assisted over 350 Rental Assistance customers plus 223 THA tenants.



We continue to receive good feedback from landlords about our communication efforts during the pandemic. Landlords are not happy about the eviction and rent increase moratorium but are glad they continue to receive prompt payments from THA. We heard many thanks from landlords who were grateful that THA administered a late rent program to assist with delinquencies.

Renters Readiness Certification is going strong, more households are attending the class now that it is held online. 198 community members participated in virtual classes since April 2020.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: January 27, 2021

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

As I begin this report for the month of December, I would like to thank the Board for offering to the Directors a period without providing a physical report. The additional time allowed us to focus on work in the moment, issues unfolding and the flexibility to respond to Emergency Operations Committee (EOC) requests in a timely manner. Thank you.

December is always a complicated month for the Property Management (PM) team in many ways. It is one of the busiest months of the year, with divided emphasis on the month itself, year-end wrap up and future planning for the upcoming year. With the holidays in December, it is an ideal time to sandwich leave time with the holidays for extended time off. Since time away is so important to the health and development of staff, it is rarely requested without approval. But the downside is that it decreases the amount of staff present during the busiest month. Therefore, it is crucial to plan for presence during December, so we encourage staff to schedule their leave throughout the year. This was, of course, challenging this year.

December is also the month when projects for the upcoming year move from discussion to action. This December has been the most complicated yet. To say that this month has been especially challenging is an understatement. We have been working remotely and out of the buildings, following reports of COVID exposure within the agency and among the PM team. Essential work that had, in the past, required staff to work directly with clients, found new options and new ways work with residents.

Operations for PM for most of 2020 have been under the 'current normal' of planning, reaction and adjustment. Oftentimes, it has required us to scrap the plan and come up with a

new one. It has always been a fact that operations can never fully be planned, but never has it been truer during 2020.

No one could have imagined that all staff would move to working remotely, including a period when maintenance staff responded on an 'on-call' basis only. Our offices changed, as well as the way we conducted business. Front facing staff moved to phones and other options, while the PM team made every effort to keep things moving and provide the best customer care to our residents as possible.

For the last 10 months now, we have shifted to the 'current normal'. As difficult as these shifts have been, the PM team has exhibited tremendous flexibility and adjusted with each change.

Special recognition goes to the maintenance team, Facilities Manager, David Dailey, Operations Coordinator, Yvonne Ginoulis and Property Specialist, Hope Center for keeping our staff and the facilities clean, safe and well equipped with masks, gloves, thermal thermometers and many other personal protective equipment devices. The extra work and steps to provide this was taken to lend some sense of safety as we worked through many of these months on-site.

The additional sanitation by the maintenance crew was crucial to preventing the possible spread of germs in the workplace and at sites. The coordination with staff, was essential as we went about the work under a cloud of uncertainty and constant change with each report from the Governor.

The team prepared personal safety packets for staff, while keeping the buildings equipped with supplies on hand. Each sight was equipped with temperature readers that staff were directed to utilize prior to entry and exit.

We have assisted Client Support and Empowerment (CSE) and other partners in providing food support options for our residents, by helping with coordination and notification, as well as assisting with logistics for mobile COVID testing sites throughout the portfolio. We continue with our commitment of service to our clients, our residents.

Through it all, the year has had some significant successes!

With limited access and closures, the maintenance team completed over 5,700 work orders in 2020! This is an incredible feat considering some of the roadblocks that existed for residents and staff with illnesses and a reduction to emergency and urgent work orders only.

Arlington is open! The campus looks amazing, a credit to the all who participated from the start! The YMCA and PM teams are settling in as they continue to welcome new individuals and families to their new home. That statement alone is worthy of celebration, since many of the new residents have come from homelessness.

Real Estate and Development, Administration, CSE and other departments deserve accolades for their roles in bringing this property online. Everyone leaned in to make this dream come to fruition.

Leasing there is ahead of schedule. Staff predict it to wrap up 4 months early!

The need for housing in this group was so great that the waiting list was closed early. It is a testament to the need for Arlington and the benefit that this housing will provide to the community and Tacoma.

The Rise at 19th began leasing in January. Despite some delays, interviews have begun, and the team is working toward the lease up goals. More to come on The Rise in January.

Households struggling with rent payment due to business closures and job loss during COVID received some assistance through CARES Act funds. Over \$181,000 was allocated to 233 Tacoma Housing Authority (THA) families to help with arrears in rent throughout our portfolio! A chart is provided in this report to show the allocation.

Over 1,400 certifications were performed in 2020. These include annuals, interims and hardship request. Since most of the year has been socially distanced, staff employed other means for communication with tenants, such as implementing DocuSign as an option for acquiring signatures on certification requests to ensure the paperwork would be completed on time. Zoom meetings and the like have replaced in-person meetings and provided a better opportunity for residents and staff to ask/answer questions in real time.

As we move our thoughts and efforts to 2021, we recognize the uphill battle that exists walking into this new year that is different from others.

Our routine work orders have been on hold for more than 9 months. Some have graduated to urgent or emergencies and have been addressed. But, most of this work is waiting for our new plan, one which has serious dependence on the status of COVID.

In addition to work orders, inspections were suspended in early 2020. We have been working with Rental Assistance on an approach that would assist both departments in catching up that will be beneficial for everyone. There will be more conversation on this project in January's report.

The rent assistance through the CARES Act is only one part of helping families to get back on track, or whatever the new normal brings. Many individuals and families lost employment and have been without regular income for many months. The eviction moratorium has provided a shield from losing housing that will be lifted once the moratorium ends.

The responsible and humane approach to addressing rent arrears should include a plan for allowing households to get back on their feet, without the threat of losing their housing looming over them.

The reality is that 2021 will be a year of rebuilding and reorganizing in many ways. Statistics may not show, but the effects of COVID closures, job loss and sheltering in place may last for years to come. The way that we work in our spaces will likely change.

In addition, discussions of how and when staff return to work is also underway. A thoughtful and responsible plan will include factors such as whether school continues remotely, if daycares will continue to be open/functioning and how we occupy spaces at our buildings under the new normal.

Before COVID, very robust discussions were taking place on how we house staff in our facilities and if we would require additional space. We had begun to explore external options and will continue to discuss the changing needs in the EOC and Return to Work committees. Those work groups have resumed and will begin to factor all the precautions that will continue to exist, if there is an end to COVID.

The fear around exposure will not be forgotten easily. Many of the current practices will become the new normal. Businesses will offer remote access regularly. The face of customer service may move to electronic mediums.

As THA rebuilds foundations, we are still looking ahead to continuing our mission to provide decent, safe affordable housing to families who may not otherwise be able to afford it.

Thank you to my team for stretching when it felt like there was nothing left to give. I would also like to thank our partners mentioned above for their perseverance and patience as we all figured this very hard work out, on the cuff, at times.

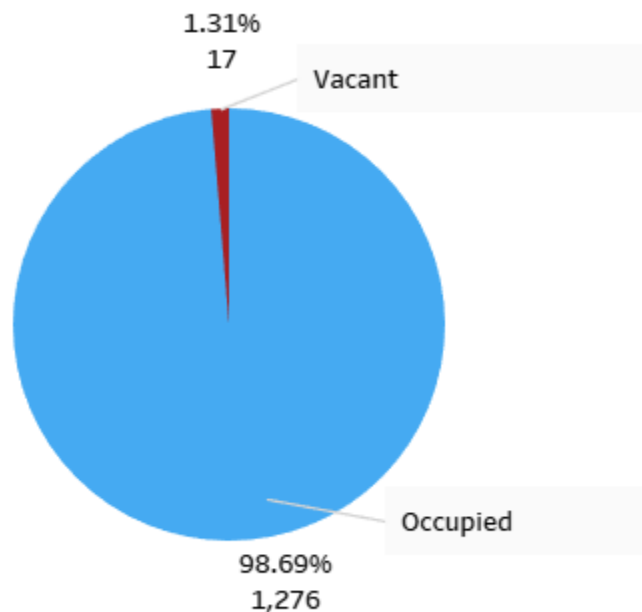
The annual Employee Appreciation event is an example of how flexible we can be and how amazing that flexibility can show up. I have heard from staff across the agency of the appreciation for the event, especially during these times when they cannot easily see each other.

This next year will be one of change. We are looking optimistically toward 2021! We may not fully have the plan fleshed out, but we are open to hear options.

Thank you, again to the Board of Commissioners. Your support during some of these crucial decisions from the EOC and Cabinet, made all the difference. We appreciate you!

3. OCCUPANCY OVERVIEW

3.1 Occupancy



For the current month of December

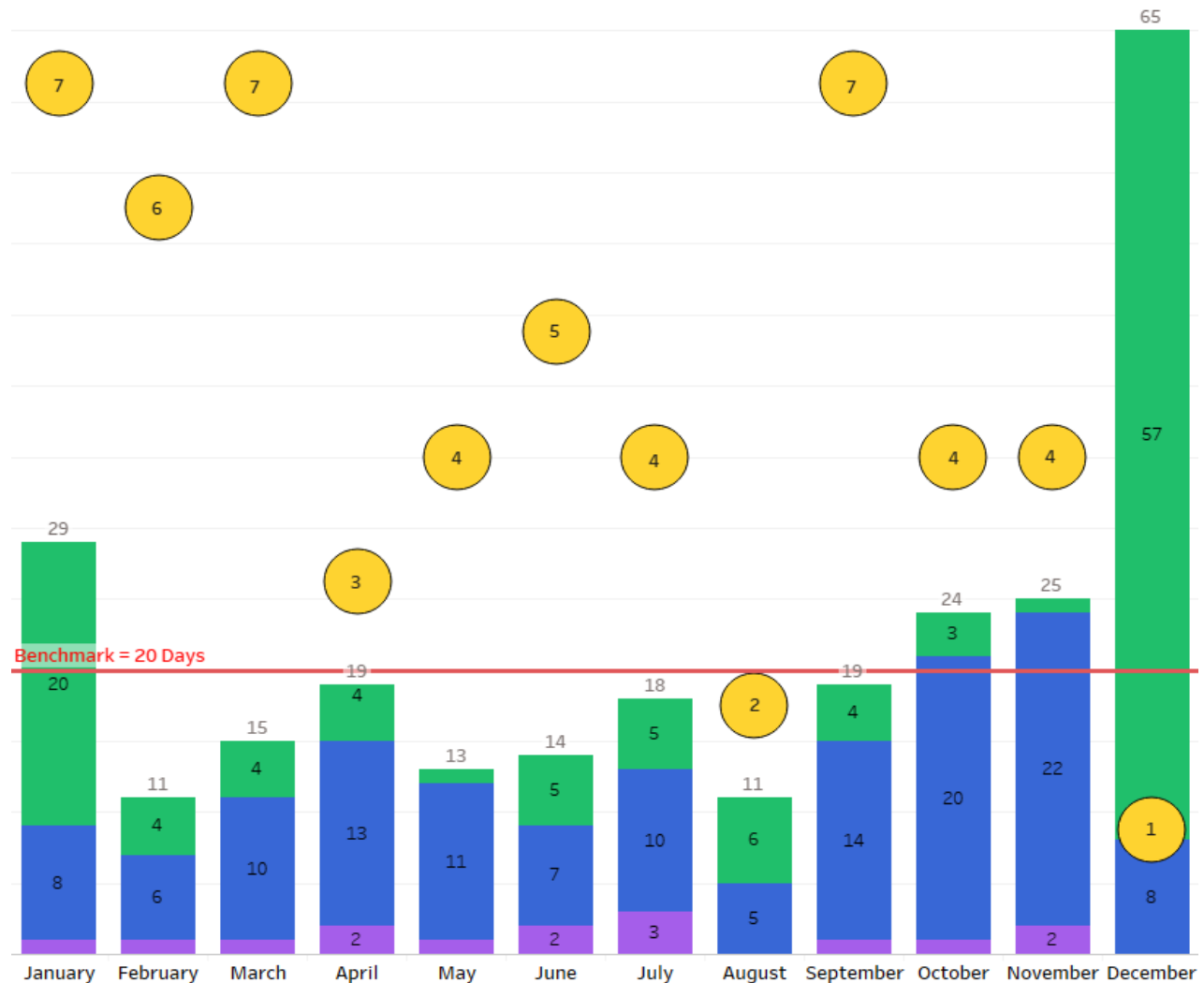
Unit Occupancy is reported as of the first day of the month. The chart above reflects THA's portfolio for the month of **December** with an occupancy percentage of 99%, an average maintained consistently for last 24 months.

While other housing authorities that we partner with report occupancy in the mid to high 70s, THA has maintained 99% occupancy for the last 2 years. These numbers are reflection of the hard work and diligence of both the turn and leasing teams, despite the challenges that COVID has presented in this calendar year. Well done, team!

3.2 Vacant Unit Turn Status

As of month ending December 31st, 2020

Measure Names
■ Avg. THA Leasing
■ Avg. THA Maintenance
■ Avg. THA Downtime
● Number of Turns

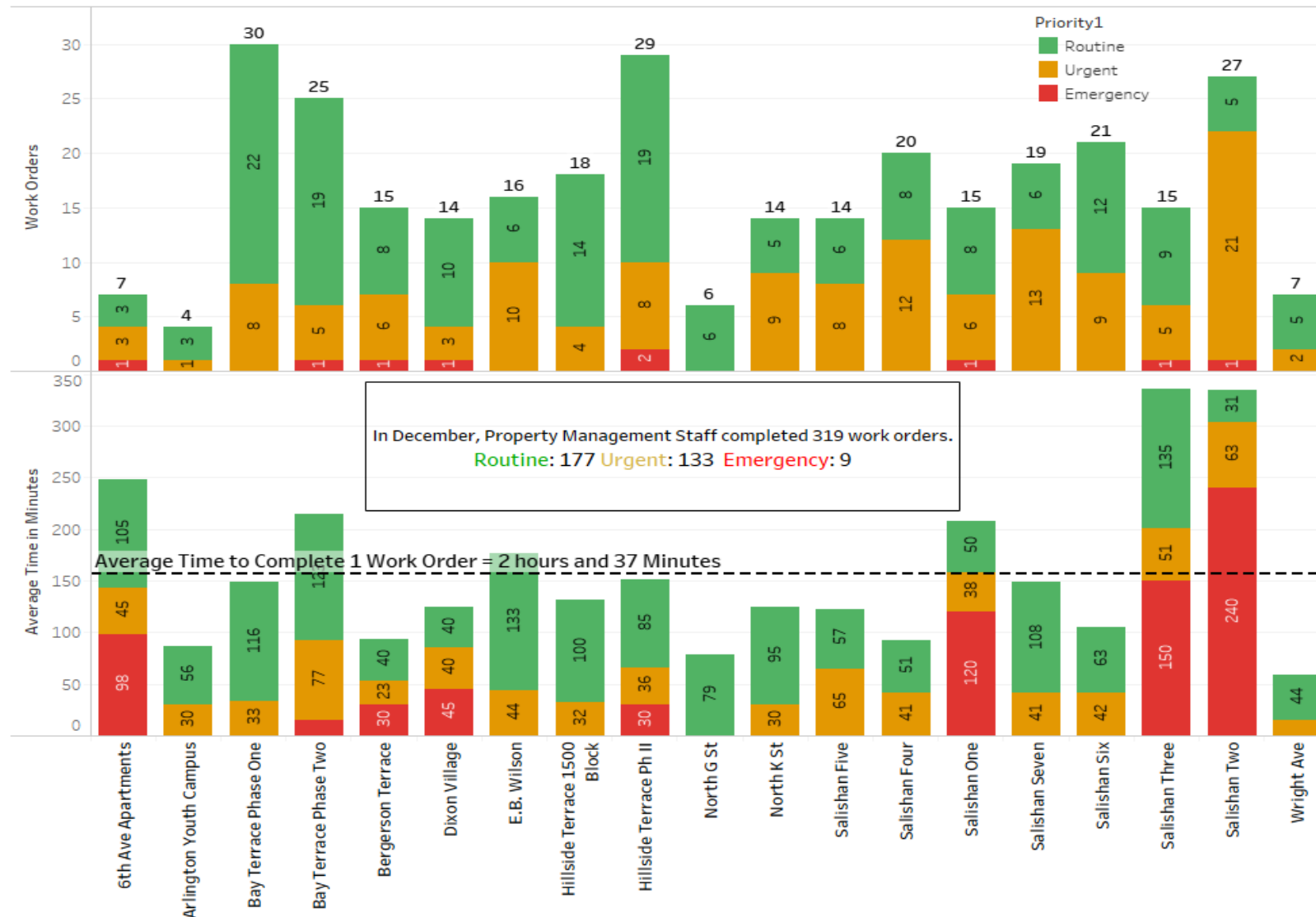


This data reflects the continued collective efforts of the Turn and Leasing teams to maintain the total turn day target of 20 days or less. The Turn numbers for the maintenance portion of unit turns for December met the goal of 17 days.

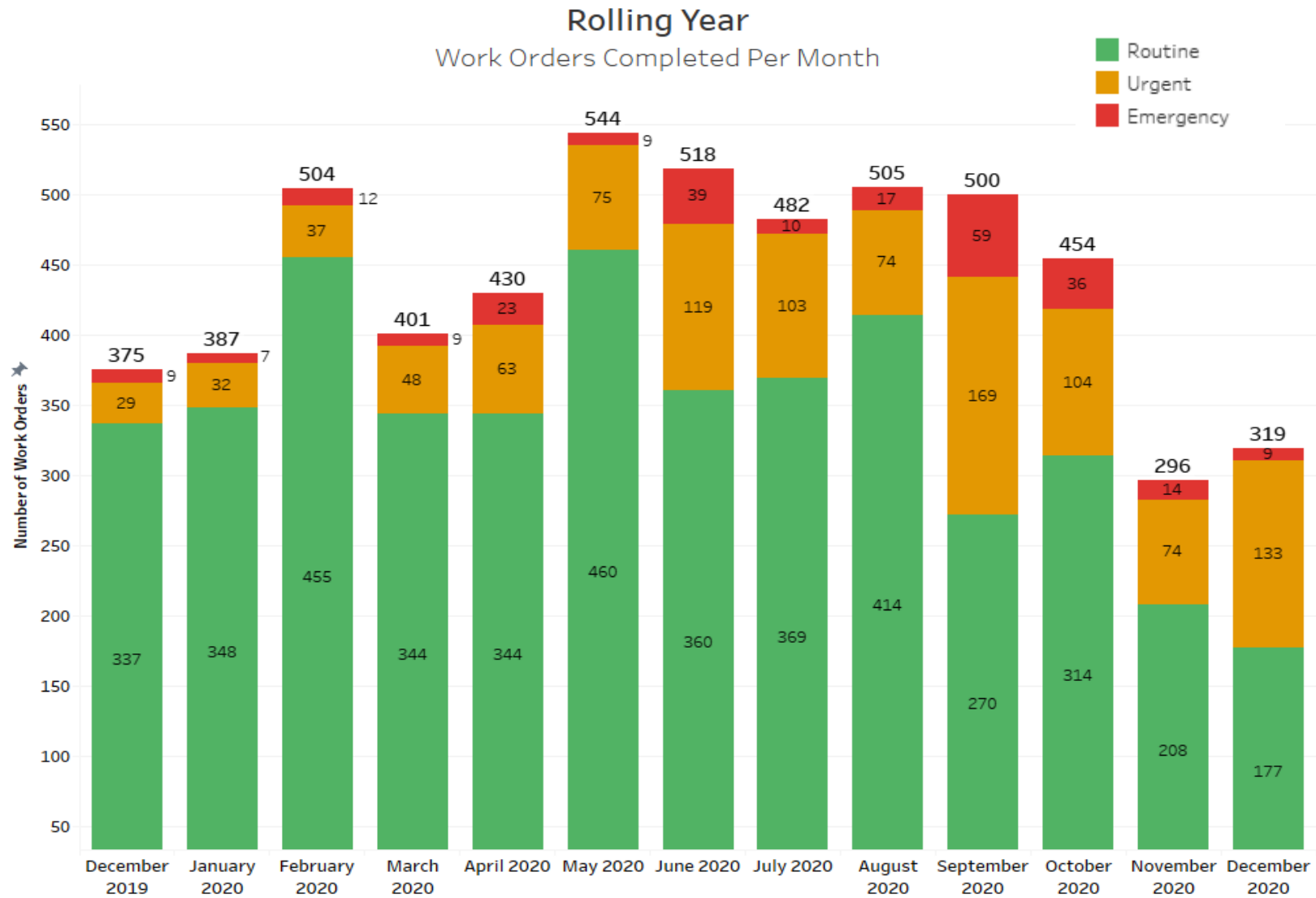
Leasing was unfortunately adversely affected by the office closures and added measures of distancing this month and averaged 57 days, a significant increase from the previous month and well above our goal of 3 days. Despite the challenges of closed offices, teleworking and social distancing, the team worked hard to quickly house families as soon as possible.

In a year with constant change, Property Management holds a unit turn average of 22 days for this calendar year. This is an extraordinary accomplishment, given the obstacles they year presented.

3.3 Work Orders

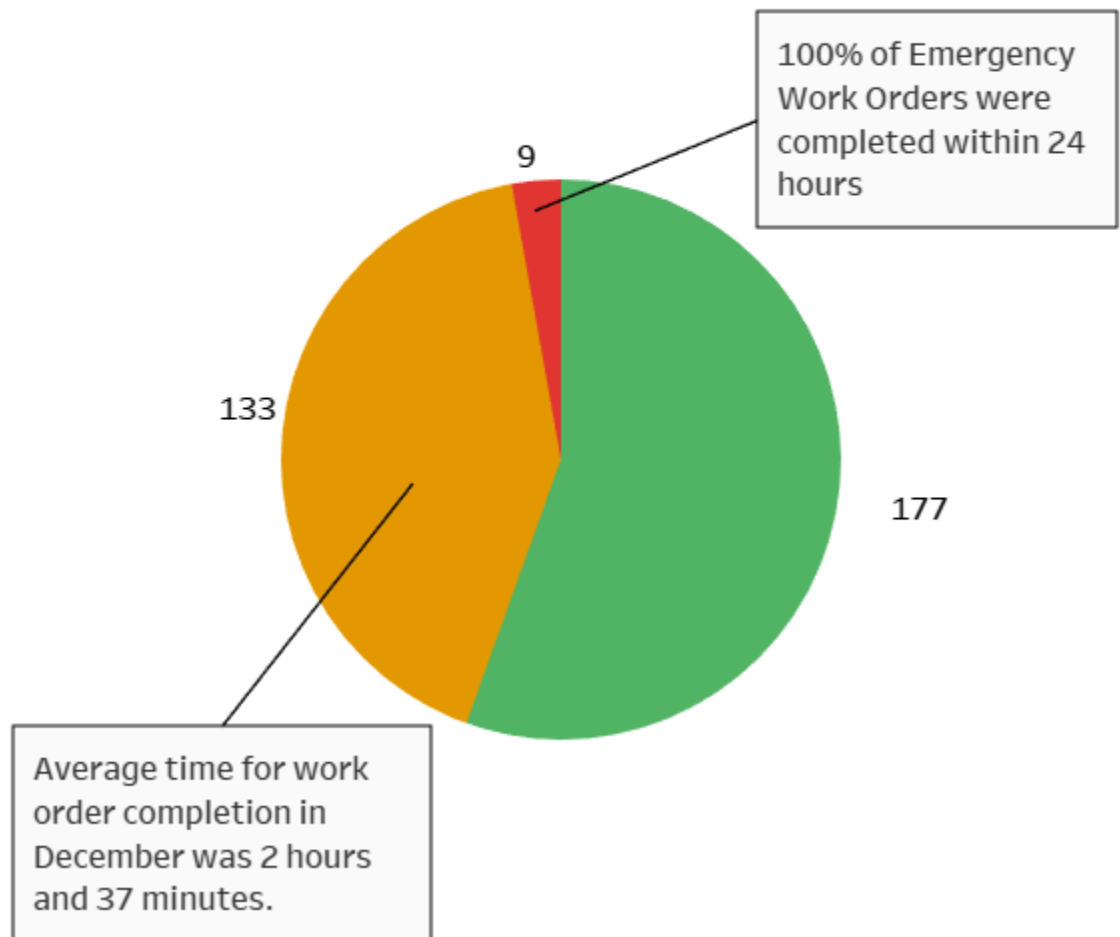


3.4 Total Work Orders



Total Work Orders

Decemeber 2020



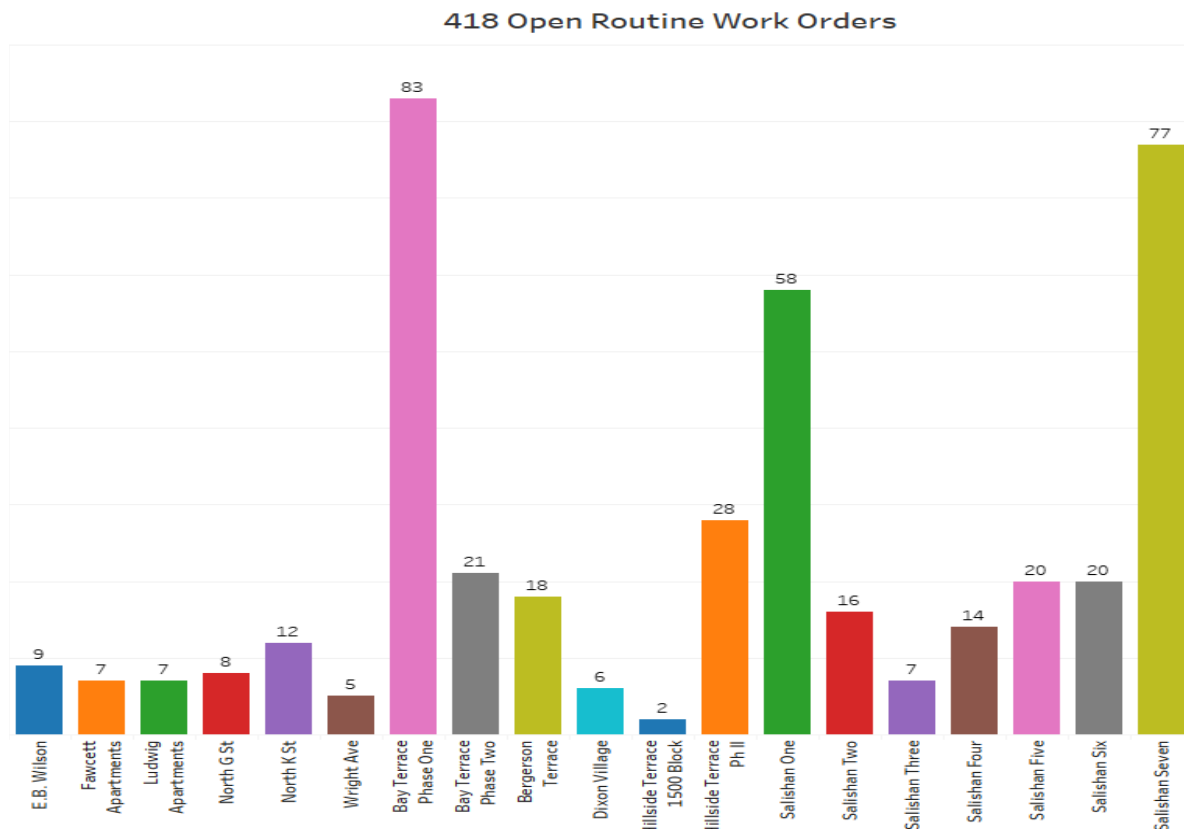
In the month of **December**, 100% of the 9 emergency work orders were completed within 24 hours and 133 urgent work orders completed within 72 hours. The average work order completion time across the portfolio increased slightly this month from 2 hours and 16 minutes to 2 hours and 37 minutes.

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:

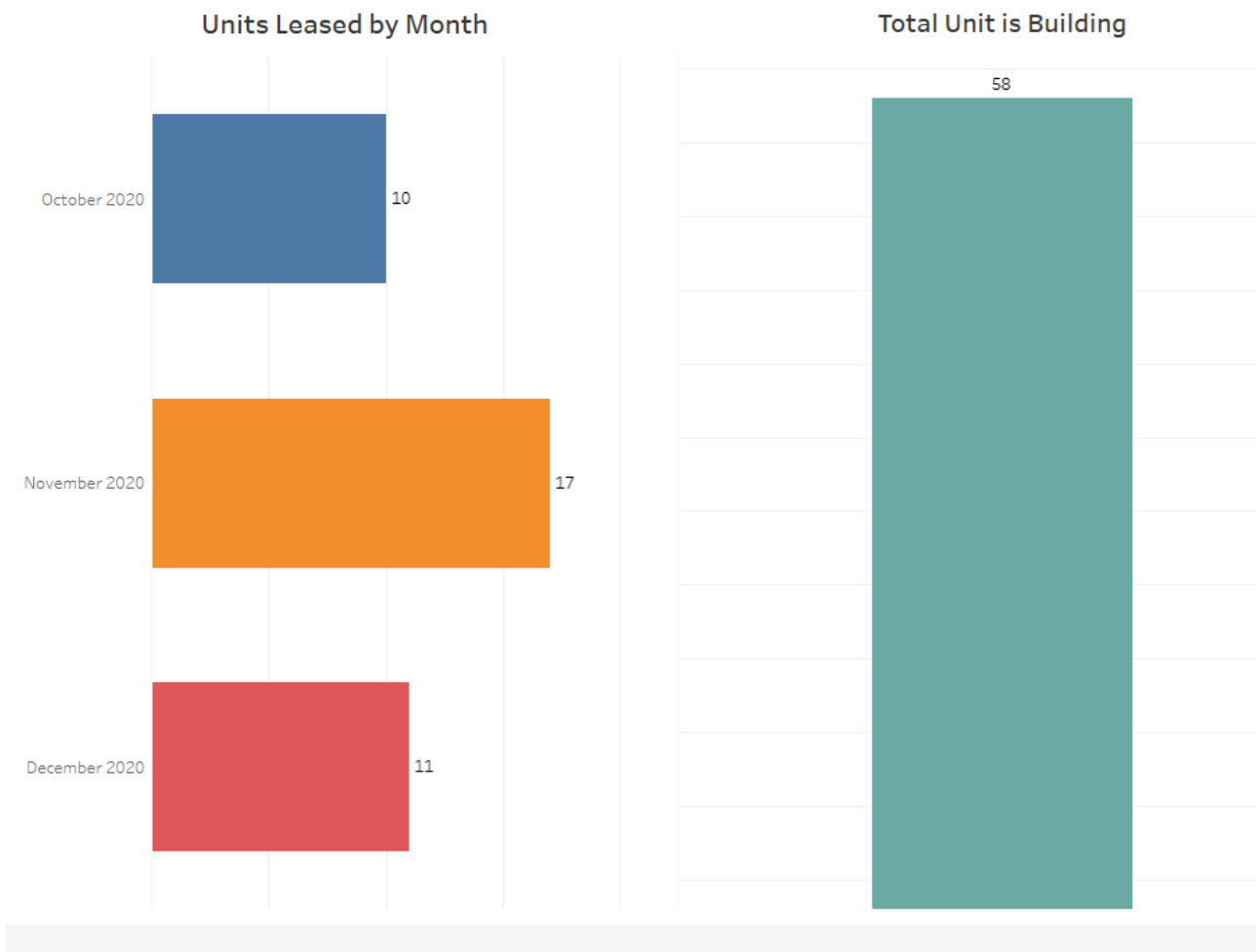
- Prioritize emergency and urgent work orders during the Coronavirus pandemic until the State's Safe Start Plan and THA's Re-opening Stages permit us to continue with other unit routine work orders. Maintenance will assess all routine work order requests to confirm or re-determine priority status;
- 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.

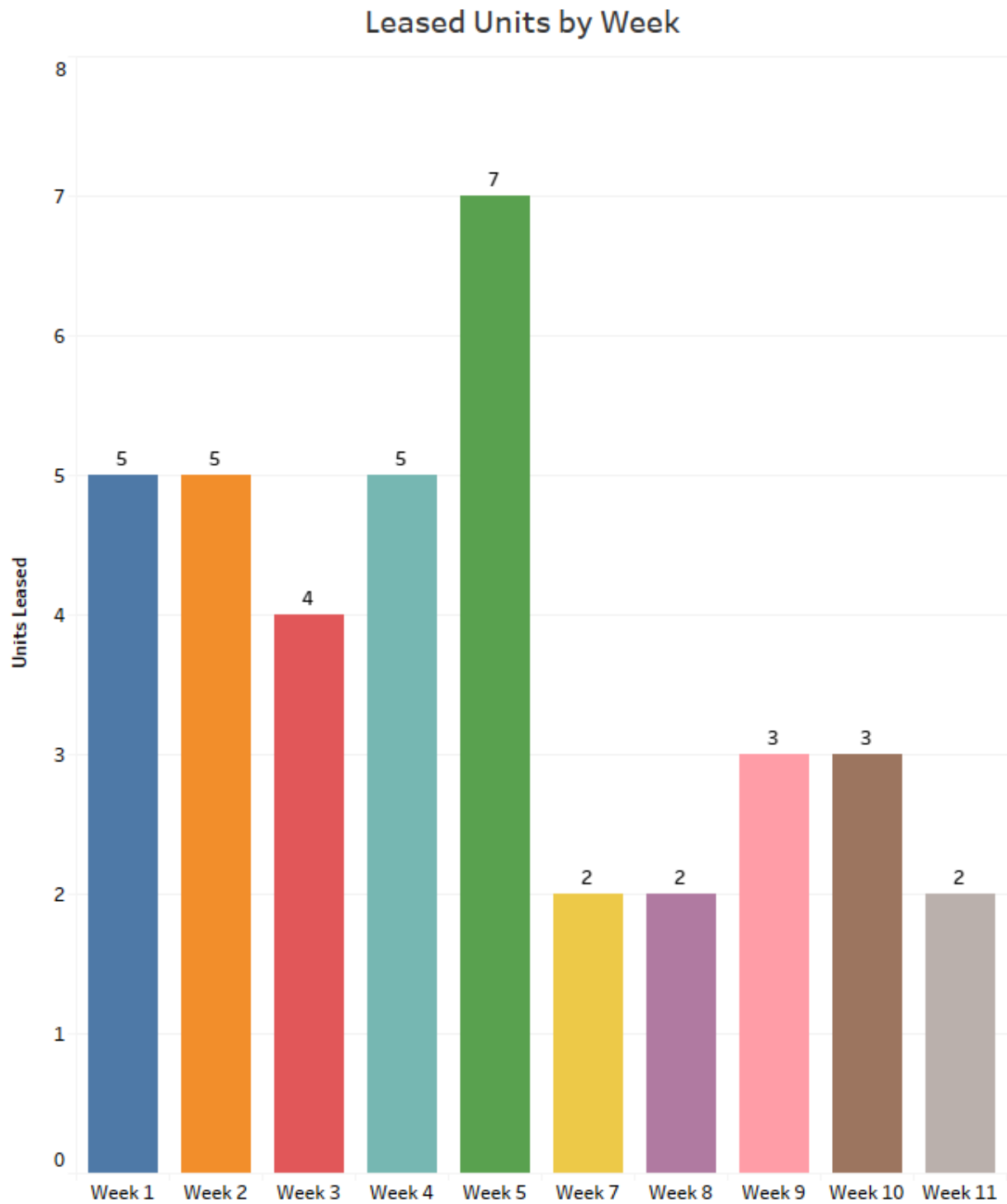
The chart below outlines outstanding routine work orders within our properties. Some aged open work orders may rise to an urgent level which would explain a decrease or fluctuation from month to month.

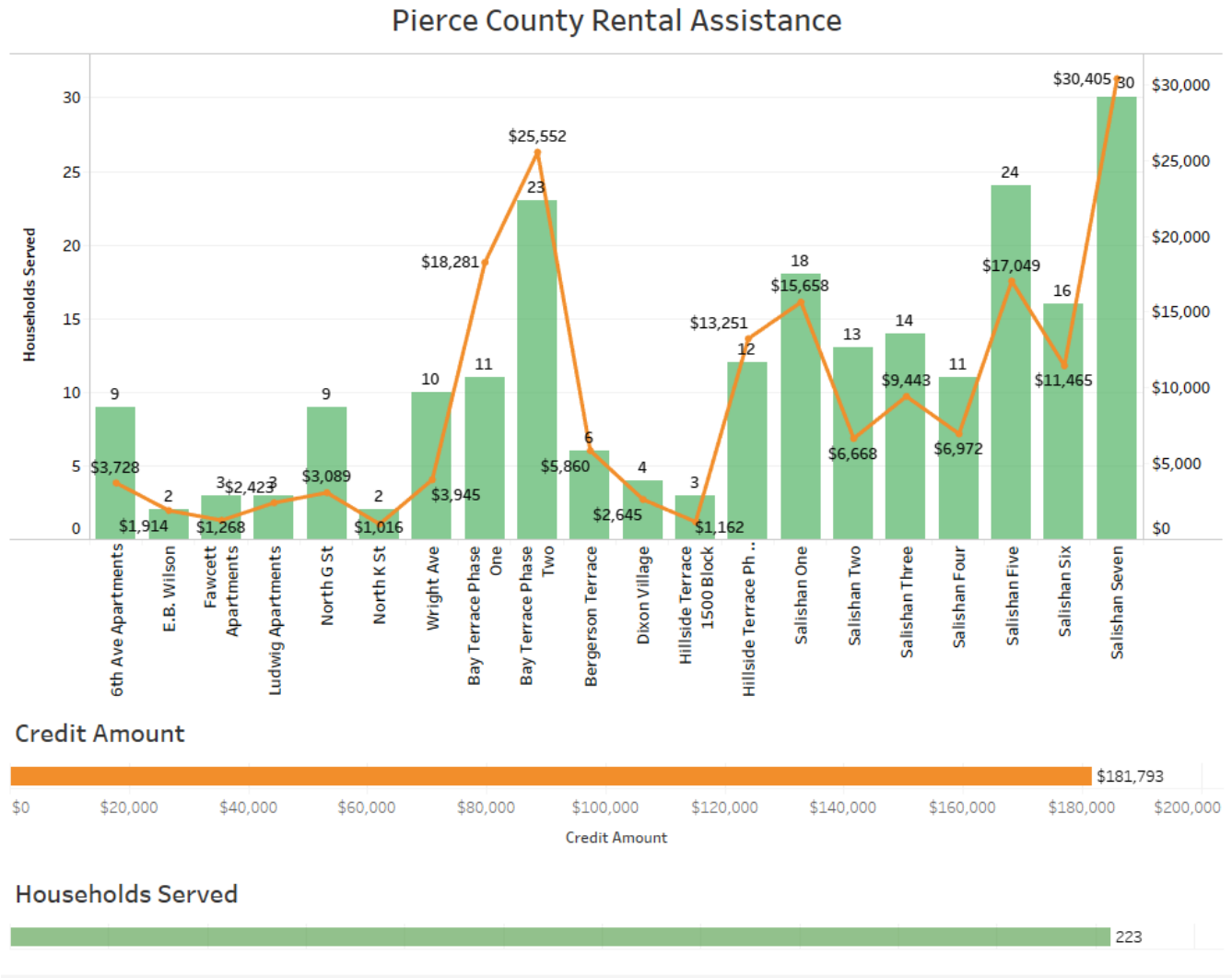


4. Arlington Drive Lease-Up

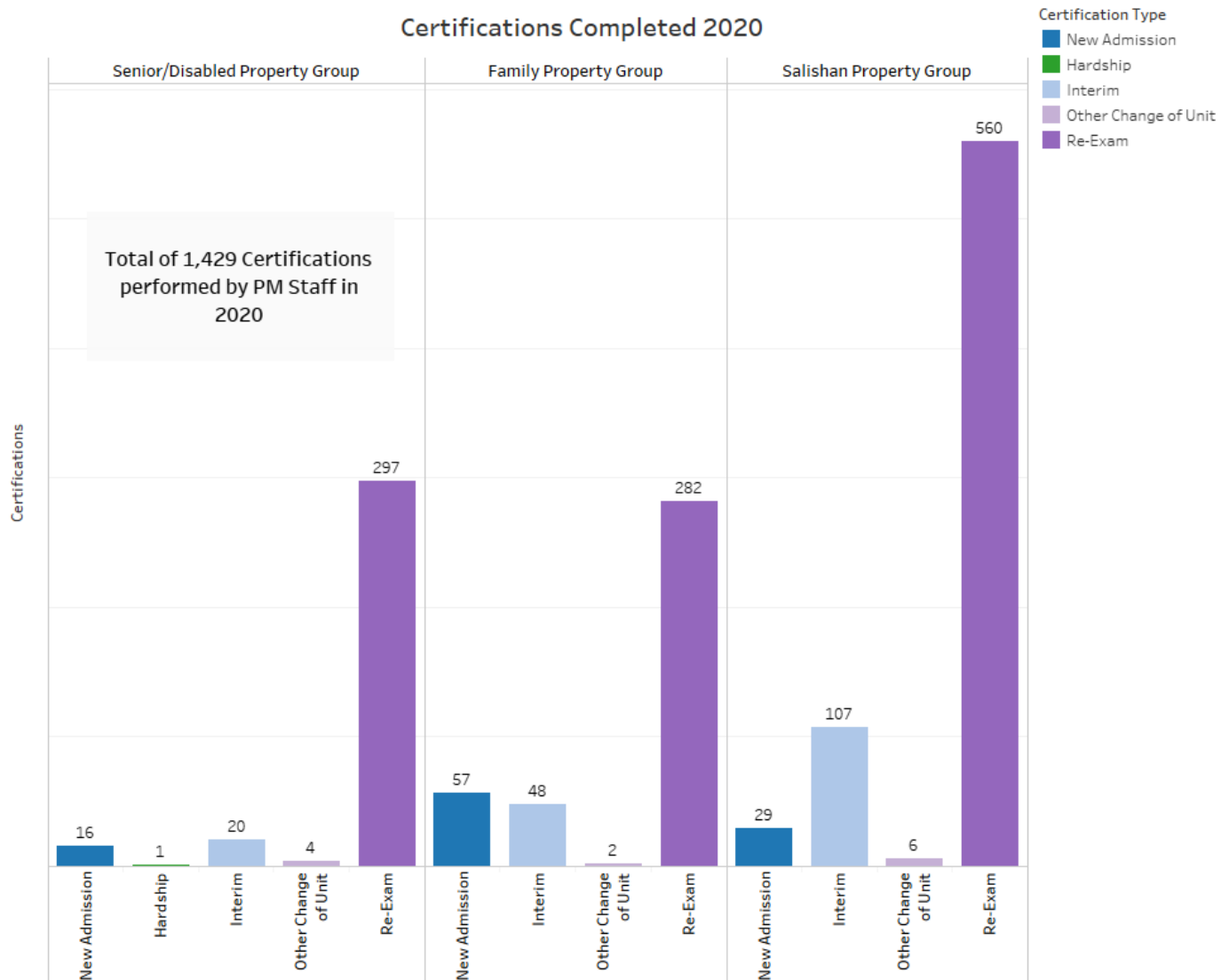
The Arlington Drive Youth Campus lease-up is on schedule. As of December 31, 2020, the Leasing team housed a total of 38 homeless youth, young adults and their children. The first household moved into the property on October 20th which was the ‘week one target’ of the lease up schedule. PM’s leasing goal is to have the property to completely leased by January 31, 2021, well ahead of the compliance deadline of May 1, 2021. Below is a breakdown of the units leased by month and week.







This chart demonstrates the trends of households served and rent credited with CARES Act funds by location. The PM COVID Rental Assistance Group worked hard to process applications that served 223 THA households.



Certifications Completed for FY 2020, by certification type and property Group. Color shows details about Certification Type.

On a lighter note, our four-legged friends in the Senior/Disabled Properties have been featured this year in our 'Pet of the Month' contest. Here are some of the winners!





TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: January 27, 2021

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) sold the last seven residential lots to TAC Build LLC. The transaction closed in July 2020. They started doing some infrastructure work in late 2020. Vertical construction will commence once permits have been received.

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
TOTAL	40	24	64

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 100% complete with exception of a few exterior items such as building signage and the north fence. At substantial completion, staff received a temporary Certificate of Occupancy on December 24, 2020.

Leasing

Leasing staff has been diligently preparing for lease up over the last several months. At substantial completion, leasing staff had approximately 30 qualified applicants from waitlist, transfer lists and the Veterans Administration with the first residents moving into the building on December 13, 2020. Staff targets 100% of the units leased by April 1, 2021.

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. Four (4) current tenants are delinquent on rent for various amounts. Of those four, all 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.

Shoobox 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.

A formal decision from TCC regarding their participation in the redevelopment of JCN has been made. TCC has chosen to pursue the development of student housing on their campus rather than JCN. Their Foundation will lead this development effort in conjunction with a private development partner. Consequently, THA staff are exploring other development options and development partners for the first phase of JCN. This may include discussions with known affordable housing developers and/or listing the property for sale in order to attract an interested and suitable development partner.

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 has worked with AMA to estimate the cost of these improvements and now has a good understanding of what these improvements will cost and what order they should be implemented.

THA staff have begun the site plan approval process through the City of Tacoma. It is expected to be complete in April 2021.

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

3.3.1 Crisis Residential Center

The Crisis Residential Center is complete. Community Youth Services (CYS) took over the building mid-June. Staff are finalizing all the payments and reconciling the budget.

3.3.2 Arlington Apartments

The Certificate of Final Completion was signed January 14, 2021. Minor work to be completed will be done with Real Estate Development (RED) staff oversight. Final punch items have been addressed, furnishings are being installed in the community room, offices and other communal areas.. All the final documents are being organized in preparation for a hand off to Property Management. These documents will include all the as built drawings, warranty items and any special reporting.

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

The City of Tacoma's authorized Micro Shelter Site at East 60th Street and McKinley Avenue contains 53 tiny houses. It is one of four Tacoma Emergency Micro Shelters (TEMS) to provide shelter for individuals experiencing homelessness. The Low Income Housing Institute (LIHI) operates the site which includes basic amenities, fencing, shelter, hand washing stations, garbage services, bathroom facilities, electricity and potable water. THA owns the property (Hillsdale Heights) and will provide temporary use of the site to the City for TEMS through 2021.

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 manage.

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. 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 (HHA) for the groundland lease and special limited partner role. We are working toward an early March 2021 closing. A resolution will be presented to the Board in February. .

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 be stay involved with this aspect of the design.

THA and HHA have been working with Tacoma Ministerial Alliance (TMA) to relocate Sam & Terry's and Mr. Mac. A site has been located two blocks from their existing site. We are working on lease negotiations and TI improvements with the owner. .

4.1.1 City of Tacoma 311 Mobilization

RED wrapped up the year's 311 outreach activities for the year. Recent activities include design and printing of "Hilltop is Beautiful" doorhangers, construction banner design and Activate Hilltop website design. The doorhangers and construction banners were designed to share community messaging with broad community members to promote TacomaFirst 311 in the community that does not rely as heavily on person-to-person outreach, due to COVID-19. These elements build on the previous "Hilltop is Beautiful" messaging and includes information for community members to be able to help support neighborhood efforts. These elements will be utilized in early 2021. We have also continued to build the Activate Hilltop website and Facebook page to do more online engagement with Hilltop residents. We worked with our web consultant to design a new logo that better captures the Activate Hilltop message and brand. We will continue to build the website to make it a hub for Hilltop information and updates.

On the heels of the success of the Hilltop Business Crawl in August, THA and partners planned on repeating this for the Holiday season. However, due to state restrictions, we could not have any in-person activities, so we switched to a virtual format and held the Hilltop Holiday Crawl over a week, December 14th-20th. For this, we created a virtual marketplace and passport at HilltopCrawl.com where participating businesses were featured and community members could easily find and shop to-go and pick up offerings,

as well as fill out an online passport to win prizes. We had an increase in the number of businesses participating from 25 to 41 for this Crawl event and nearly 400 unique visitors to the Hilltop Crawl virtual marketplace and over 500 total site sessions during the week of the Hilltop Holiday Crawl.

4.2 Hilltop Eco District

Staff has been working with the Eco District's staff through the latter half of 2020 to do a set of workshops for community leaders on forming an Eco District. We held those workshops in October (virtually) and for those sessions, nine people have volunteered to be on the Leadership Team for the Eco District. They have committed to meeting monthly for the first half of 2021 to set the foundation, establish governance and identify the priority issues for the organization. THA is working closely with HAC on this effort. .

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. Shiloh was awarded predevelopment funding from Impact Capital and One Pierce. In total they plan to develop 60 units of new housing. Funding applications were submitted to the City and State in the fall round. No funds were awarded due to the highly competitive nature of the rounds. We will re-apply in 2021.

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. In September, 2020, THA made the decision to discontinue its pursuit of the Gault Middle School because of the inability to secure funding for stage one work amid the current pandemic-impacted economy.

5. Renew Tacoma Housing LLLP

K Street's Environmental Restrictive Covenant has been filed of record. Once Department of Ecology (DOE) gets the original recorded copy back from the recorder's office, they will issue the No Further Action Letter (NFA). Wright Street's Covenant has been reviewed by legal counsel and will be filed in the very near future. The investor has agreed to release a portion of the funds once the NFA letter is issued for K Street instead of

waiting for NFA's for both sites before releasing the \$548,000 in escrow and \$3,452,000 in developer fee.

6. Tenant Improvement

6.1 902 First Floor TI

Tenant improvement plans have resumed for the 1st floor of THA's Administration Building following a temporary hiatus. The break was necessary to allow staff's focus with health, safety and emergency operations during the pandemic crisis. The break also provides a new and fresh look at both onsite and remote workspace planning. Reconvening activities include review and approval of schematic plan and design development revisions of the 2019 plans as a result of THA's changing workspace needs. Schedule timeline consists of permit submission to the City by end of January, bidding activities in March and estimated 12 weeks of construction beginning Spring 2021.



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-01-27 (1)

Date: January 27, 2021

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Amendment #1 to Architectural and Engineering Services with Ankrom Moisan for Architectural Services for James Center North

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with Ankrom Moisan for Architectural and Engineering Services for the James Center North redevelopment.

Background

On October 25, 2017, THA purchased the property known as James Center North (JCN) for the purposes of redevelopment. It offered a unique opportunity to acquire a property that was attractive for public and private developers. It will 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).

On May 23, 2018, THA Board Resolution 2018-05-23 (8) authorized THA's Executive Director to negotiate and execute a contract for Architectural and Engineering (A&E) services for James Center North in an amount not to exceed \$250,000.

On June 26, 2018, THA entered into a contract with Ankrom Moisan to provide architectural and engineering services (A&E) for the James Center North master planning in the amount of \$230,000.

For the past 2 years THA has been working with Ankrom Moisan and the community. This resulted in the creation of a Master Plan, and Placemaking/Development Design Guide, and interim activation concepts.

At this time, THA would like to increase the total contract for Ankrom Moisan to include fees associated with continued James Center North planning and redevelopment activities. The project needs additional A&E services for: re-platting of James Center North parcels; additional costs due to the site plan approval process that the City of Tacoma requires; permitting oversight and continued design work for interim activation of remaining buildings and underutilized areas

of the property; and continued design coordination with prospective buyers as THA prepares to sell land for the first phase of redevelopment.

Current Request

This resolution will allow THA to increase the total contract for Ankrom Moisan by \$100,000 to include fees associated with on-going James Center North redevelopment activities. THA development sources will pay for this increase.

Recommendation

Authorize THA's Executive Director to increase the contract amount with Ankrom Moisan by \$100,000 for a total not-to-exceed amount of \$350,000.



TACOMA HOUSING AUTHORITY

RESOLUTION 2020-01-27 (1) (Amendment #1 to Architectural and Engineering Services with Ankrom Moisan at Architects James Center North)

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

WHEREAS, On May 23, 2018, THA Board Resolution 2018-05-23 (8) authorized THA's Executive Director to negotiate and execute a contract for A&E services for James Center North Planning Services in an amount not to exceed \$250,000; and

WHEREAS, On June 26, 2018, THA entered a contract with Ankrom Moisan to provide architectural and engineering services (A&E) for the James Center North master planning in the amount of \$230,000; and

WHEREAS, THA would like to amend the total contract amount for Ankrom Moisan to include fees associated with on-going James Center North redevelopment activities, including interim activation concepts, research for re-platting of James Center North parcels, binding site plan approval coordination, interim activation design oversight, and miscellaneous design costs for the sale of land associated with redevelopment at James Center North; now, therefore, be it

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

Authorize THA's Executive Director to increase the contract amount with Ankrom Moisan by \$100,000 for a total not-to-exceed amount of \$350,000

Approved: January 27, 2021

Stanley Rumbaugh, Chair

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-01-27 (2)

Date: January 27, 2021
To: THA Board of Commissioners
From: Michael Mirra
Executive Director
Re: Approval of Revision to THA's Administrative Plan

This resolution would authorize a revision to Tacoma Housing Authority's (THA) Administrative Plan allowing for electronic signatures from clients and others .

Background

All public housing authorities must adopt a written Administrative Plan that establishes local policies for administration of the program in accordance with Housing and Urban Development (HUD) requirements. The Administrative Plan and any revisions of the plan must be formally adopted by THA's Board of Commissioners.

THA is proposing an addition to the Administrative Plan clarifying that electronic completion and electronic signatures are acceptable on all forms and documents except for those where the underlying guidance specifically prohibits this practice. The proposed revision shows **in red** in the attached section of the Administrative Plan.

This revision will allow electronic form completion and scanned documents to verify program information. If at any time THA has reason to believe that documents have been altered or contain fraudulent information, THA may request additional documentation to verify program information.

Staff have researched the governing guidance from HUD and laws and have concluded that this change is permissible. The attached memo outlines that research. THA will use electronic signatures for documents and forms, except in cases when the underlying guidance expressly prohibits electronic signatures. Electronic records and signatures will follow the Electronic Signatures in Global and National Commerce Act (ESIGN, 2000) and the Uniform Electronic Transactions Act (UETA, 1999). Electronic records and signatures carry the same weight and legal effect as traditional paper documents and handwritten signatures. THA will not deny the legal effect or enforceability of a document solely because it is in electronic form. THA will continue to make available paper copies or accept phone applications upon request.

Recommendation

Authorize revisions to THA's Administrative Plan to allow electronic form completion and electronic signatures on all forms and documents except for those where the underlying guidance specifically prohibits this practice as outlined in Resolution 2021-01-27 (2).



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-01-27 (2) **(Approval of Revision to THA's Administrative Plan)**

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

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

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 as follows:

THA's Executive Director is authorized to revise THA's Administrative Plan Chapter 7 – Verification, Part I: General Verification Requirements to permit electronic forms and signatures in all cases except when it is expressly prohibited by regulation or associated guidance.

Approved: January 27, 2021

Stanley Rumbaugh, Chair

- **CHAPTER 7 -
VERIFICATION**

[24 CFR 982.516, 24 CFR 982.551, 24 CFR 5.230]

- **INTRODUCTION**

The PHA must verify all information that is used to establish the family's eligibility and level of assistance and is required to obtain the family's consent to collect the information. Applicants and program participants must cooperate with the verification process as a condition of receiving assistance. The PHA must not pass on the cost of verification to the family.

The PHA will follow the verification guidance provided by HUD in PIH Notice 2004-01 Verification Guidance and any subsequent guidance issued by HUD. This chapter summarizes those requirements and provides supplementary PHA policies.

Part I describes the general verification process. More detailed requirements related to individual factors are provided in subsequent parts including family information (Part II), income and assets (Part III), and mandatory deductions (Part IV).

Verification policies, rules and procedures will be modified as needed to accommodate persons with disabilities. All information obtained through the verification process will be handled in accordance with the records management policies of the PHA.

- **PART I: GENERAL VERIFICATION REQUIREMENTS**

- **7-I.A. FAMILY CONSENT TO RELEASE OF INFORMATION [24 CFR 982.516 AND 982.551, 24 CFR 5.230]**

The family must supply any information that the PHA or HUD determines is necessary to the administration of the program and must consent to PHA verification of that information [24 CFR 982.551].

Consent Forms

It is required that all adult applicants and participants sign form HUD-9886, Authorization for Release of Information. The purpose of form HUD-9886 is to facilitate automated data collection and computer matching from specific sources and provides the family's consent only for the specific purposes listed on the form. HUD and the PHA may collect information from State Wage Information Collection Agencies (SWICAs) and current and former employers of adult family members. Only HUD is authorized to collect information directly from the Internal Revenue Service (IRS) and the Social Security Administration (SSA). Adult family members must sign other consent forms as needed to collect information relevant to the family's eligibility and level of assistance.

For MTW households, authorization of the HUD 9886 form has been extended from 15 months to 48 months.
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Penalties for Failing to Consent [24 CFR 5.232]

If any family member who is required to sign a consent form fails to do so, the PHA will deny admission to applicants and terminate assistance of participants. The family may request an informal review (applicants) or informal hearing (participants) in accordance with PHA procedures.

• 7-I.B. OVERVIEW OF VERIFICATION REQUIREMENTS

HUD's Verification Hierarchy

HUD authorizes the PHA to use five methods to verify family information and specifies the circumstances in which each method will be used. In general HUD requires the PHA to use the most reliable form of verification that is available and to document the reasons when the PHA uses a lesser form of verification.

THA Policy

All Tax Credit Properties will use the Washington State Housing Tax Credit Compliance Procedures Manual for verification hierarchy.

THA will weigh all forms of verification equally. The forms of verification that the PHA will use are:

Up-front Income Verification (UIV) whenever available

Third-party Written Verification

Third-party Oral Verification

Review of Documents

Self-Certification

Each of the verification methods is discussed in subsequent sections below. Exhibit 7-1 at the end of the chapter contains an excerpt from the notice that provides guidance with respect to how each method may be used.

Requirements for Acceptable Documents

THA Policy

Any documents used for verification must be the original (not photocopies) and generally must be dated within **120 calendar days** of the date they are provided to the PHA. The documents must not be damaged, altered or in any way illegible.

The PHA will accept documents the most recent scheduled report from a source. For example, if the holder of a pension annuity provides semi-annual reports, the PHA would accept the most recent report.

Print-outs from web pages are considered original documents.

The PHA staff member who views the original document must make a photocopy, annotate the copy with the name of the person who provided the document and the date the original was viewed, and sign the copy.

Any family self-certifications must be made in a format acceptable to the PHA and must be signed in the presence of a PHA representative or PHA notary public.

File Documentation

The PHA must document in the file how the figures used in income and rent calculations were determined. All verification attempts, information obtained, and decisions reached during the verification process will be recorded in the family's file in sufficient detail to demonstrate that the PHA has followed all of the verification policies set forth in this plan. The record should be sufficient to enable a staff member or HUD reviewer to understand the process followed and conclusions reached.

THA Policy

The PHA will document, in the family file, the following:

Reported family annual income

Value of assets

Expenses related to deductions from annual income

Other factors influencing the adjusted income or income-based rent determination

When the PHA is unable to obtain 3rd party verification, the PHA will document in the family file the reason that third-party verification was not available and will place a photocopy of any original document(s) in the family file. [24 CFR 960.259(c)(1); VG, p.15]

• 7-I.C. UP-FRONT INCOME VERIFICATION (UIV)

Up-front income verification (UIV) refers to the PHA's use of the verification tools available from independent sources that maintain computerized information about earnings and benefits. UIV will be used to the extent that these systems are available to the PHA.

THA Policy

The PHA will inform all applicants and participants of its use of the following UIV resources during the admission and reexamination process:

HUD's EIV system (when it is available to the PHA)

Department of Social and Health Services

The Work Number

Other Sources, as applicable

There may be legitimate differences between the information provided by the family and UIV-generated information. No adverse action can be taken against a family until the PHA has independently verified the UIV information and the family has been granted an opportunity to contest any adverse findings through the informal review/hearing process of the PHA.

See Chapter 6 for the PHA's policy on the use of UIV/EIV to project annual income.

Use of HUD's Enterprise Income Verification (EIV) System

HUD's EIV system contains data showing earned income, unemployment benefits, Social Security and SSI benefits for participant families. HUD requires the PHA to use the EIV system when available. The following policies will apply when the PHA has access to HUD's EIV system.

The EIV system contains two main components: tenant income data reports and "exceeds threshold" reports.

Tenant Income Data (TID) Reports

The data shown on TID reports is updated quarterly. Data may be between 3 and 6 months old at the time reports are generated.

THA Policy

The PHA will obtain TID reports for annual reexaminations on a monthly basis. Reports will be generated as part of the regular reexamination process.

TID reports will be compared to family-provided information as part of the annual reexamination process. TID reports may be used in the calculation of annual income, as described in Chapter 6.I.C. TID reports may also be used to meet the regulatory requirement for third party verification, as described above. Policies for resolving discrepancies between TID reports and family-provided information will be resolved as described in Chapter 6.I.C. and in this chapter.

TID reports will be used in interim reexaminations when it is necessary to verify and calculate earned income, unemployment benefits, Social Security and/or SSI benefits, and to verify that families claiming zero income are not receiving income from any of these sources.

TID reports will be retained in participant files with the applicable annual or interim reexamination documents.

When the PHA determines through TID reports and third party verification that a family has concealed or under-reported income, corrective action will be taken pursuant to the policies in Chapter 14, Program Integrity.

Income Discrepancy Reports (IDRs)

The IDR is a tool for identifying families who may have concealed or under-reported income. Data in the IDR represents income for past reporting periods and may be between 6 months and 30 months old at the time IDRs are generated.

Families who have not concealed or under-reported income may appear on the IDR in some circumstances, such as loss of a job or addition of new family members.

THA Policy

The PHA will generate and review IDRs on a monthly basis. The IDR threshold percentage will be adjusted as necessary based on the findings in the IDRs.

In reviewing IDRs, the PHA will begin with the largest discrepancies.

When the PHA determines that a participant appearing on the IDR has not concealed or under-reported income, the participant's name will be placed on a list of "false positive" reviews. To avoid multiple reviews in this situation, participants appearing on this list will be eliminated from IDR processing until a subsequent interim or annual reexamination has been completed.

When it appears that a family may have concealed or under-reported income, the PHA will request third-party written verification of the income in question.

When the PHA determines through IDR review and third party verification that a family has concealed or under-reported income, corrective action will be taken pursuant to the policies in Chapter 14, Program Integrity.

EIV Identity Verification

The EIV system verifies tenant identities against SSA records. These records are compared to PIC data for a match on Social Security number, name, and date of birth.

When identity verification for a participant fails, a message will be displayed within the EIV system and no income information will be displayed.

PHAs are required to use EIV's Identity Verification Report on a monthly basis to improve the availability of income information in EIV {Notice 2012-10}

THA Policy

The PHA will identify participants whose identity verification has failed as part of the annual reexamination process.

The PHA will attempt to resolve PIC/SSA discrepancies by reviewing file documents. When the PHA determines that discrepancies exist due to PHA errors such as spelling errors or incorrect birth dates, the errors will be corrected promptly.

- **7-I.D. THIRD-PARTY WRITTEN AND ORAL VERIFICATION**

HUD's current verification hierarchy defines two types of written third-party verification. The more preferable form, "written third-party verification," consists of an original document generated by a third-party source, which may be received directly from a third-party source or provided to the PHA by the family. If written third-party verification is not available, the PHA must attempt to obtain a "written third-party verification form." This is a standardized form used to collect information from a third party.

Written Third-Party Verification [Notice PIH 2010-19]

Written third-party verification documents must be original and authentic and may be supplied by the family or received from a third-party source.

Examples of acceptable tenant-provided documents include, but are not limited to: pay stubs, payroll summary reports, employer notice or letters of hire and termination, SSA benefit verification letters, bank statements, child support payment stubs, welfare benefit letters and/or printouts, and unemployment monetary benefit notices.

The PHA is required to obtain, at minimum, two current and consecutive pay stubs for determining annual income from wages.

The PHA may reject documentation provided by the family if the document is not an original, if the document appears to be forged, or if the document is altered, mutilated, or illegible.

PHA Policy

Third-party documents provided by the family must be dated within 60 days of the PHA request date.

If the PHA determines that third-party documents provided by the family are not acceptable, the PHA will explain the reason to the family and request additional documentation.

As verification of earned income, the PHA will require the family to provide the two most current, consecutive pay stubs.

Written Third-Party Verification Form

When upfront verification is not available and the family is unable to provide written third-party documents, the PHA must request a written third-party verification form. HUD's position is that this traditional third-party verification method presents administrative burdens and risks which may be reduced through the use of family-provided third-party documents.

PHAs may mail, fax, or e-mail third-party written verification form requests to third-party sources.

PHA Policy

The PHA will send third-party verification forms directly to the third party.

Third-party verification forms will be sent when third-party verification documents are unavailable or are rejected by the PHA.

Oral Third-Party Verification [Notice PIH 2010-19]

For third-party oral verification, PHAs contact sources, identified by UIV techniques or by the family, by telephone or in person.

Oral third-party verification is mandatory if neither form of written third-party verification is available.

Third-party oral verification may be used when requests for written third-party verification forms have not been returned within a reasonable time—e.g., 10 business days.

PHAs should document in the file the date and time of the telephone call or visit, the name of the person contacted, the telephone number, as well as the information confirmed.

PHA Policy

In collecting third-party oral verification, PHA staff will record in the family's file the name and title of the person contacted, the date and time of the conversation (or attempt), the telephone number used, and the facts provided.

When any source responds verbally to the initial written request for verification the PHA will accept the verbal response as oral verification but will also request that the source complete and return any verification forms that were provided.

When Third-Party Verification is Not Required [Notice PIH 2010-19]

Third-party verification may not be available in all situations. HUD has acknowledged that it may not be cost-effective or reasonable to obtain third-party verification of income, assets, or expenses when these items would have a minimal impact on the family's total tenant payment.

PHA Policy

If the family cannot provide original documents, the PHA will pay the service charge required to obtain third-party verification, unless it is not cost effective in which case a self-certification will be acceptable as the only means of verification. The cost of verification will not be passed on to the family.

The cost of postage and envelopes to obtain third-party verification of income, assets, and expenses is not an unreasonable cost [VG, p. 18].

Primary Documents

Third-party verification is not required when legal documents are the primary source, such as a birth certificate or other legal documentation of birth.

Imputed Assets

HUD permits PHAs to accept a self-certification from a family as verification of assets disposed of for less than fair market value [HCV GB, p. 5-28].

PHA Policy

The PHA will accept a self-certification from a family as verification of assets disposed of for less than fair market value.

Value of Assets and Asset Income [24 CFR 982.516(a)]

For families with net assets totaling \$5,000 or less, the PHA may accept the family's declaration of asset value and anticipated asset income. However, the PHA is required to obtain third-party verification of all assets regardless of the amount during the intake process and at least every three years thereafter.

PHA Policy

For families with net assets totaling \$5,000 or less, the PHA will accept the family's self-certification of the value of family assets and anticipated asset income when applicable. The family's declaration must show each asset and the amount of income expected from that asset. All family members 18 years of age and older must sign the family's declaration.

The PHA will use third-party documentation for assets as part of the intake process, whenever a family member is added to verify the individual's assets, and every three years thereafter.

• **7-I.E. SELF-CERTIFICATION**

When HUD requires third-party verification, self-certification or "tenant declaration," is used as a last resort when the PHA is unable to obtain third-party verification.

Self-certification, however, is an acceptable form of verification when:

- A source of income is fully excluded
- Net family assets total \$5,000 or less and the PHA has adopted a policy to accept self-certification at annual recertification, when applicable
- The PHA has adopted a policy to implement streamlined annual recertifications for fixed sources of income (See Chapter 11)

When the PHA was required to obtain third-party verification but instead relies on a tenant declaration for verification of income, assets, or expenses, the family's file must be documented to explain why third-party verification was not available.

PHA Policy

When information cannot be verified by a third party or by review of documents, family members will be required to submit self-certifications attesting to the accuracy of the information they have provided to the PHA.

The PHA may require a family to certify that a family member does not receive a particular type of income or benefit.

The self-certification must be made in a format acceptable to the PHA and must be signed by the family member whose information or status is being verified. All self-certifications must be signed in the presence of a PHA representative or PHA notary public.

- **7-I.F. ELECTRONIC FORMS COMPLETION AND ELECTRONIC SIGNATURES**

THA will allow electronic form completion and scanned documents to verify program information. If at any time THA has reason to believe that documents have been altered or contain fraudulent information, THA may request additional documentation to verify program information.

THA will use electronic signatures for documents and forms, except in cases when the underlying guidance expressly prohibits electronic signatures. Electronic records and signatures will follow the Electronic Signatures in Global and National Commerce Act (ESIGN, 2000) and the Uniform Electronic Transactions Act (UETA, 1999). Electronic records and signatures carry the same weight and legal effect as traditional paper documents and handwritten signatures. THA will not deny the legal effect or enforceability of a document solely because it is in electronic form. THA will continue to make available paper copies or accept phone applications upon request



TACOMA HOUSING AUTHORITY

DATE: January 13, 2021

TO: Sandy Burgess
Michael Mirra
April Black

FROM: Karen Bunce
Aley Thompson
Adam Ydstie
Ava Pittman
Jennifer Rickey
Katie Escudero

RE: Proposal to amend THA's Administrative Plan for Electronic Forms Completion and Electronic Signatures

PURPOSE:

The COVID -19 Pandemic has caused THA to pivot in ways that we could not have imagined just last year at this time. Prior to March 2020, staff had conducted some scattered research and explored completing forms electronically, including accepting electronic signatures on select documents that require client and tenant signatures. On March 23, 2020, Governor Inslee issued the Stay Home, Stay Healthy order (20-25) in response to the COVID-19 State of Emergency. THA closed our offices, enabled non-client facing staff to work from home, and client facing staff to rotate working remotely. We could no longer meet in-person with clients and tenants, accelerating our need to complete some forms electronically and collect electronic signatures in a more formal and robust manner.

We continue to move to electronic form completion and electronic signatures as guidance has allowed us to and as we are able to implement this practice. However, there have been questions as to the use of electronic completion and electronic signatures as THA's formal written policies have not provided guidance on this practice. We would like to provide clarification in THA's Administrative Plan that electronic completion and electronic signatures are acceptable on all forms and documents except for those where the underlying guidance specifically prohibits this practice.

BACKGROUND:

THA staff from Rental Assistance, Property Management and Policy, Innovation and Evaluation have been discussing a move to electronic forms and electronic signatures for the last two years. Prior to COVID-19, we implemented a limited amount of electronic forms and signatures using FormSite, Airtable and Doc-u-sign after verifying that this was acceptable according to the guidance and regulations that governed those documents.

When THA closed our offices in response to COVID-19, Rental Assistance and other departments wished to move as many documents to electronic form completion and electronic signatures as possible. This included internal authorizations and contract signatures. We could not meet with clients and tenants in person to collect documents and obtain signatures and did not want to handle paper due to speculation that the COVID-19 virus particles may live on surfaces, including paper. This necessitated our need to move up the priority of pursuing electronic forms and signatures. Rental Assistance collected what information they could within their capacity and asked Administrative Services to consider a revision to the Administrative Plan that would allow electronic signatures in all allowable situations. This request aligned with Administrative Services' plans to implement an electronic content management platform in 2021.

THA plans to implement a new Electronic Content Management (ECM) platform for all documents, records and forms in 2021. The first phase of the implementation includes moving Doc-u-sign, Formsite and Airtable to the new platform (Laserfische). We currently use Doc-u-sign, Formsite and Airtable to collect client and tenant information for forms and signatures. It is important that our Administrative Plan support the use of electronic signatures as we move to the new platform. We will continue to collect information on the types of forms and documents that allow electronic completion and signature as part of the ECM implementation project.

We recognize that many clients and tenants still need the ability to complete paper forms and to mail or drop off their packets. This need will not go away. Using electronic forms and electronic signatures will greatly reduce the volume of paperwork, streamline processes, and reduce the risk of exposure for staff and clients. We will continue to quarantine or sanitize mail and wear gloves when handling paper documents.

GUIDANCE:

In March 2019, Rental Assistance verified guidance surrounding the use of digital signatures for eligibility and application documents on U.S. Department of Housing and Urban Development (HUD) documents. John Concannon, Deputy Director, Moving to Work (MTW) Demonstration Program with HUD said *“There’s no HUD prohibition against PHAs accepting electronic signatures, however we advise that THA to seek legal advice from its counsel to ensure that there aren’t any issues under Washington State law. At this time HUD doesn’t have established criteria regarding electronic signatures.”*

THA’s Policy Analyst has also been tracking COVID-19 specific policy changes adopted by our housing authority colleagues, including the use of electronic signatures. While many of our colleagues are accepting electronic signatures and incorporated electronic forms on scattered documents based on their state laws, the Philadelphia Housing Authority (MTW) has specifically addressed electronic records and signatures in their Administrative Plan¹:

“Electronic records and signatures carry the same weight and legal effect as traditional paper documents and handwritten signatures. PHA will not deny the legal effect or enforceability of a document solely because it is in electronic form. (Electronic Signatures in Global and National Commerce Act (ESIGN, 2000) and the Uniform Electronic Transactions Act (UETA, 1999).

PHA will accept scanned documents to verify program information. If at any time, PHA has reason to believe that documents have been altered or contain fraudulent information, PHA may request additional documentation to verify program information.”

In addition to HUD policies, THA is also subject to tax credit guidance and regulations related to document and form completion. On July 20, 2020, the Washington State Housing Finance Commission issued guidance in accordance with the IRS that encouraged Multifamily Ownership and Property Management Stakeholders to implement alternative ways for applicants and residents to fill out and sign paperwork and submit forms. Electronic collection of forms and signatures is allowable.²

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http://www.pha.phila.gov/media/177438/hcv_administrative_plan_board_approved_02152018.pdf

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Washington State’s electronic signature legislation, The Washington Electronic Authentication Act (WEAA) was repealed in July 2019 to help resolve inconsistencies between national guidance on electronic signature authentication and Washington’s narrow focus. Washington legislators recognized that e-signatures have become widely adopted without typically requiring the use of state-regulated digital certificates for signer identity. The bill that repealed WEAA expressly inserted the ESIGN Act of 2000 (ESIGN) ³ which provides a general rule of validity for electronic records and signatures for transactions in or affecting interstate or foreign commerce.

This guidance and information support THA moving to electronic forms and signatures on documents completed and signed by tenants and clients. The guidance is applicable even after the precautions adopted in response to the COVID-19 pandemic are no longer necessary.

NEXT STEPS:

Proposed Addition to THA’s Administrative Plan:

We propose an amendment to THA’s Administrative Plan in CHAPTER 7 VERIFICATION, PART I: GENERAL VERIFICATION REQUIREMENTS to permit electronic forms and signatures in all cases except when it is expressly prohibited by regulation or associated guidance.

7-1. F. Electronic Forms Completion and Electronic Signatures

THA will allow electronic form completion and scanned documents to verify program information. If at any time THA has reason to believe that documents have been altered or contain fraudulent information, THA may request additional documentation to verify program information.

THA will use electronic signatures for documents and forms, except in cases when the underlying guidance expressly prohibits electronic signatures. Electronic records and signatures will follow the Electronic Signatures in Global and National Commerce Act (ESIGN, 2000) and the Uniform Electronic Transactions Act (UETA, 1999). Electronic records and signatures carry the same weight and legal effect as traditional paper documents and handwritten signatures. THA will not deny the legal effect or enforceability of a document solely because it is in electronic form. THA will continue to make available paper copies or accept phone applications upon request.

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Electronic Documents and Signature Project:

A project outline and team have been formed to collect, verify and monitor THA electronic forms and documents across all THA operational departments. The project in Open Door for Electronic Signatures on THA Documents (AD-2020-009) will help guide the Enterprise Content Management Administrator during implementation of the new Electronic Content Management System (AD-2020-008).

We will rely on your direction if this proposal requires additional discussion and approval from THA's Cabinet before going to the Board of Commissioners. If this proposal is approved, a board resolution will be provided for the Board of Commissioners approval at the January 2020 Board Meeting. We would appreciate a response to this memo by January 6, 2021.

An invitation for public comment on the proposed revision to THA's Administration plan is posted on THA's website at <https://www.tacomahousing.net/news-updates/articles/public-comment-electronic-signature-and-form-submission> and the Northwest Justice Project has been contacted about the notice.



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Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-01-27 (3)

Date: January 27, 2021

To: THA Board of Commissioners

From: Michael Mirra
Executive Director

Re: Addendum #4 to Architectural and Engineering Services with Ferguson Architects
902 1st Floor Tenant Improvement

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with Ferguson Architects (FA) for Architectural and Engineering (A&E) Services for the 902 1st Floor Tenant Improvement (TI).

Background

On July 10, 2019, THA entered in to a competitively bid Agreement with Ferguson Architects for the renovation of the ground floor of THA's administrative building located at 902 South L Street. Design development progressed according to schedule with drawings complete when it was determined that staff would investigate workspace opportunities outside of THA's administrative building. Staff postponed the 902 TI to allow staff's examination of alternative workspace options.

In August 2020, THA staff determined changes to the design development are necessary to incorporate safety and health adjustments brought on by COVID-19 considerations. In addition, staff was determined that Rental Assistance will occupy the entire first floor due to its need for additional staff. The 902 TI project has reconvened. Changes to the design development require further expansion of the scope of services with Ferguson Architects.

At this time THA would like to revise the contract with Ferguson Architects to incorporate additional scope. The previously approved agreement with FA totals \$154,432. Additional scope services total \$35,930.

Recommendation

Authorize THA's Executive Director to increase the contract amount for the A&E Services for the 902 First Floor Tenant Improvement in an amount not-to-exceed \$35,930 for a total not-to-exceed contract of \$190,362 with Ferguson Architects.



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-01-27 (3) (Addendum #4 to Architectural and Engineering Services with Ferguson Architects 902 1st Floor Tenant Improvement)

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

WHEREAS, On July 10, 2019, THA entered in to a competitively bid Agreement with Ferguson Architects for the renovation of the ground floor of THA's administrative building located at 902 South L Street; and

WHEREAS, In August 2020, THA staff determined changes to the design development are necessary to incorporate safety and health adjustments brought on by Covid-19 considerations; and

WHEREAS, It was determined that Rental Assistance will occupy the entire first floor due to the need for additional staff; and

WHEREAS, Changes to the design development requires further expansion of the scope of services with Ferguson Architects at a total of \$35,930; now therefore be it

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

Authorize THA's Executive Director to increase the contract amount with Ferguson Architects by \$35,930 for a total not to exceed of \$190,362.

Approved: January 27, 2021

Stanley Rumbaugh, Chair