



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

March 24, 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, MARCH 24, 2021

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, March 24, 2021, at 4:45 pm** via Zoom.

<https://us02web.zoom.us/j/86810831194> / Meeting ID: 868 1083 1194 / 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 March 17, 2021, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402 CityClerk@cityoftacoma.com	fax: 253-591-5300
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	

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

Sha Peterson
Executive Administrator



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

March 24, 2021, 4:45 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/86810831194> / Meeting ID: 868 1083 1194 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of February 24, 2021—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
 - 1.1 Real Estate Development Committee
 - 2.1 Finance Committee
 - 3.1 Community Partnerships Committee
 - 4.1 Education Committee
 - 5.1 Diversity, Equity, and Inclusion Committee (no regular meeting)
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Administrative Services
 - 7.3 Client Support and Empowerment
 - 7.4 Rental Assistance
 - 7.5 Property Management
 - 7.6 Real Estate Development
8. **EXECUTIVE SESSION**

Discussion of real estate transaction and related possible litigation.
9. **COMMENTS FROM THE COMMISSIONERS**
10. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, FEBRUARY 24, 2021

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 PM on Wednesday, February 24, 2021.

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 4:45 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith (arrived late at 5:34 pm)	
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 @ 4:46 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, January 27, 2021. Commissioner Hodge moved to adopt the minutes. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

The committee did not meet since last month, but proceeding with various development plans, acquisitions, and proceeding with the Trees issue that was discussed at the last meeting.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee did not meet.

Education Committee—Vice Chair Smith, Commissioner Hodge

The committee met with staff Friday, discussed CHAP, and went over all the information reported. The evaluation report has not been finalized and not ready for public dissemination. Director Black and staff will draft a memo of options to consider based on the final report. Chair Rumbaugh is looking forward to hearing the recommendations.

The committee also talked about the Bezos Academy contract. ED Mirra is beginning to negotiate the contract. The lease agreement will include composition of an advisory board and hiring of staff.

Citizen Oversight Committee—Vice Chair Smith, Commissioner Purter

The committee had an opportunity to briefly meet. The committee is thinking of putting together virtual tours of each of the THA properties owned and leased. This will let organizations know all projects led by THA in the City to provide housing for families and youth. This will take time to launch, and other fingerprints are needed. Chair Rumbaugh thinks it is a great idea and added that public outreach is always important. There will be cost implications putting it together, but it should not cost that very much.

ED Mirra stated that the suggestion is very timely. THA is rebuilding its website and has hired a new marketing manager who will get this done and will help with Director Johnson's project to show THA portfolios virtually. Director Johnson agreed. "It will provide people the opportunity with the commitment they are making when they lease with THA," she noted. Chair Rumbaugh stated that it appears staff have already generated momentum and likes the idea.

Diversity, Equity and Inclusion Committee—Vice Chair Smith, Commissioner Hodge
The committee has not heard anything new.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra directed the board to his report. The effort to preserve the Arlington Drive operation funding with the state Legislature is going well. THA is earning support from the right people. THA is also getting a lot of community voices speaking up. The most recent was another ten organizations writing their letter of support. The Legislature is starting to turn its attention to the budget and ED Mirra will have a better idea of how THA is doing in March.

Chair Rumbaugh inquired about the end of the eviction moratorium. ED Mirra stated that the moratorium is presently due to end April 1.

ED Mirra confirmed that he is negotiating a lease with the Bezos Academy and has sent them the next draft showing what THA needs. There are three main areas that remain in contention: (1) preference by income, (2) preference in hiring for residents of Salishan, and (3) should it convene a community advisory group. He will have a good sense of where the discussion is going by next week.

This is the last board meeting with Human Resources Director Barbara Tanbara and Finance Director Ken Shalik. They will each introduce their interim directors who will succeed them.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Director Ken Shalik directed the board to the finance report. THA ended up with surplus both in operation and total budget, including capital funds. THA ended up with reserves of \$1.399M, including \$1.5M in capital. 2020 was an interesting year -- COVID factored into THA's financial performance. It did not affect finances as much as we feared but it also created challenges for the future. Housing Assistance Program (HAP) reimbursement was budgeted at \$50.1M. Expenditures is at \$44.275M, which is what finance drew down. For Cash Position, THA ended up with \$8.7M of HAP funds retained at HUD at the end of the year. Finance contemplated \$1.5M in eviction prevention using Moving to Work (MTW) funds. THA needs to look at its MTW balance and determine what to do with it. MTW funds on properties provides

restrictions that THA has to abide by. Commissioner Young asked if the \$8.5M was on HUD shelf. Yes, confirmed Director Shalik. It can be used for anything in the affordable housing world. For the shortfall for reimbursement rates and market rent, Chair Rumbaugh asked if THA can adjust the formula to alleviate rent burden for tenants. Director Shalik affirmed, but added that there are restrictions because even though THA can assist with Care funds, it cannot do the same with HUD funds. THA is looking into the best way to use the funds to assist landlords and families who are still having challenges paying rent. Director Shalik will draw down funds in a more routine basis.

THA budgeted for flat congressional funding for 2021 so if there are any increases in HAP for 2021, finance needs to factor that into the impact of those dollars. Chair Rumbaugh stated that for Training/Travel the funds are basically none. He thinks training is a critical issue. According to Director Shalik, THA cut back for Training/Travel for 2021 anticipating that COVID would be going on.

Director Shalik does not see any challenges in other categories. HAP actual came in close to budget, which included COVID payments from the County. THA continues to be 100% leased and tracking increases. Once the eviction moratorium ends and landlords are able to increase rents, THA will see a large spike in HAP costs.

Director Shalik needs to look at MTW cash held by HUD, which is at \$8.5M. Finance is proceeding in closing out books for 2020. Rich Deitz and his team have finalized tax credit portfolio financials and is now dealing with auditors. Duane Strom and his team are working on finalizing THA's financial information due to HUD by end of February. It will be submitted in a timely manner.

Director Shalik thanked his team and everyone. He has been incredibly impressed with the board and their commitment to what THA does and care so deeply about THA's mission. He appreciated working with the board. He introduced Rich Deitz who has been in the agency for three years as finance manager. He has worked for housing authorities for fourteen years. His level of knowledge and understanding is incredible. Director Shalik feels he is leaving the reins in capable hands as THA searches for his replacement. Chair Rumbaugh stated that he was around a considerable amount of time before Director Shalik came on board. The reporting from finance department since he took over has been superb—transparent and understandable. He has looked at a lot of balance sheets and this is the best by far. He thanked Director Shalik.

Rich Deitz presented the Property Budget Synopsis, which includes tax credit and THA owned properties. All tax credit property budget was approved by investors. Chair Rumbaugh asked if Arlington and the Rise are perform. Yes, confirmed Rich, and added that those were real numbers plugged in. There are other fees. The remainder is close to perform and he used it as a base.

Commissioner Young moved to ratify the payment of cash disbursements totaling \$5,819,314 for the month of January 2021. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Client Support and Empowerment

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. Director Hanauer is working at leadership level around relationship building and how important that is. One they have been working on is understanding what helps each other feel fulfilled and keeping an eye on what makes them feel good. Three case worker positions and one administrative assistant position have been posted. Martha continues to do remarkable work on vaccinations and food deliveries through the whole pandemic. Chair Rumbaugh asked what staff are doing to provide vaccines to residents. According to Director Hanauer, Martha is working closely with the health department to get vaccines delivered to the properties and to get residents signed up. More detail will be provided next month. ED Mirra added that the goal is to bring vaccines to buildings and not require seniors to travel. Director Hanauer is spending a lot of time on Bezos Academy and working with community partners. Chair Rumbaugh asked if the Bezos Academy kick off will be in the fall. Yes, responded Director Hanauer, assumnig we reach an agreement. Commisisoner Smith asked if there are proper steps for residents to report when they are having issues with certain case managers. Director Hanauer responded that residents should be in touch with her directly. Arlington fund hunting continues. CSE is providing a volunteer income tax assistance based out of the Family Investment Center so tenants have virtual access.

Rental Assistance

Rental Assistance (RA) Director Julie LaRocque directed the board to her report. RA has new hires and excited about the growth and promotions in their department. RA is happy to have staffing needs fulfilled. THA is still over utilized. RA has not been issuing vouchers from the waiting list. There is a 17-18% turnback rate on vouchers but staff will dig deeper on that information to see who is turning back the vouchers and what people it is impacting. Staff has been talking about the end of the moratorium. Special programs are doing well and Director LaRocque is very happy to report that the 75 extra Family Unification Program (FUP) vouchers are almost all spoken. Staff are now able to start working on family recovery court vouchers (10 set asides and 5 referrals). Chair Rumbaugh stated that Sal 1-7 shows 16 unused vouchers, which is 5%. According to Director LaRocque staff are right sizing people at Salishan and transferred them which generated vacancies.

Property Management

Property Management (PM) Director Frankie Johnson directed the board to her report. In regards to right sizing portfolios, one of the biggest reason for anticipation of the Rise and properties alike is to provide families at Salishan an opportunity to find a 1-2 bedroom units. Arlington is about 83% leased, which is under budget. Staff leased 49 units and looking at three more weeks to be fully occupied with May 1st being the lease up date. This is ahead of time and schedule. Tenants are loving it.

The Rise has a lease up date of April 1st and it is halfway there with 32 of the 64 units leased up. There was a considerable slow down due to changes related to Covid but teams are still moving forward. A tour was given to the Mayor who was very impressed with the property. She loved the layout and all that it offered. Chair Rumbaugh asked if THA has 1% for Arts for the construction project. According to Director McCormick, THA does not set aside 1% because the project was large. THA did work with the city and their art programs and did a call for artists. In her report, she will talk more about the art. Chair Rumbaugh asked if THA has a relationship with the city and their Tree cover program. Director McCormick responded yes, but she is not as familiar with it as the art program. Chair Rumbaugh stated that there are ordinances that require landscape and tree planting and a program to develop 30% canopy in the city by 2030. According to Director Johnson, the city's goal is 35% tree canopy and THA as exceeded that across the portfolio. The city is very pleased with THA as far as the tree canopy program.

Right sizing the portfolio and knowing THA needed to move families from Salishan informed PM that they needed to create a team of people to be the transfer team to work with families to provide them additional time and attention needed moving from a home they lived in for years to a new home at The Rise. With all the positive work staying on top of COVID restriction and sanitizing, a sad news hit the portfolio. There was a shooting at the end of January, which happened on the intersection near Bay Terrace and involved two of the families that lived there. The community is affected by it. Staff was also hit pretty hard by it. PM has been working with staff in the last few weeks to give them support. Director Hanauer and her team have been amazing, reaching out to the families with their questions and resources. Chair Rumbaugh wonders how this was allowed to take place. He was flabbergasted that kids at this age, in a stable housing environment, end up in a murderous situations. He said that the 16-year-old will probably be tried as an adult in court. In addition to services THA offer to residents impacted by this, Chair Rumbaugh asked if there is some kind of accountability. He would be interested to find out what if any impact this has had with regards to housing the families or adjustments to be made. According to Director Johnson, it has been a huge impact for everyone because of the kids' ages. There is a level of accountability. Everything is still unfolding and she will continue to bring the board information. Commissioner Hodge added that the shooting is tragic and everything is complicated. She stated it is sad that families, including empty-nesters, stay so long in THA housing without moving up and on. Director Johnson stated that it is not an easy transition; just because family members are grown up and moved out does not make it easy for the other family members to move on to the next step, which is why the Transfer team is

important. Director Hanauer added that this shows how complicated the systems are. Giving family a boost in one system does not make another system work for them. Assistance is not always enough. Commissioner Smith agreed. People are still in housing because there are many variables including mental illness, budget, and so many other reasons why people are still dependent on housing .

Real Estate Development

Real Estate Development (RED) Director Kathy McCormick directed the board to her report. She recognized CSE and PM teams who have handled the shooting with a lot of grace and still manage to do their regular jobs. It is impressive.

Director McCormick stated that Harvey Adams, senior construction manager who has been with THA for thirteen years is retiring and will leave a big hole in RED.

RED had four separate debriefs, one with Korsmo Construction where staff learned what to do next time to make it more efficient and effective. Director McCormick will generate a report to share with the departments regarding the RED debriefs.

RED is handing off Arlington to PM. There are two thousand documents associated and affiliated with Arlington being uploaded and RED staff are making sure everyone knows what they are. There are a lot of moving parts to close out Arlington. RED is working with Jim Banner and being careful that there are no downstream issues with investors on the exit.

The art for Arlington had a competition and staff worked with the REACH Center and Oasis to solicit young adults 12 and over to submit art and had a virtual art opening. Winners were judged and the winning art was selected and the winner was paid for the artwork. It will be hung throughout Arlington. A 20-year-old young Puyallup tribe member carved a face on the rock in front of Arlington. RED is excited in engaging young adults.

Chair Rumbaugh asked for an update on the effort to purchase the Trees properties. According to Director McCormick, THA will successfully acquire the property. RED is continuing to work on the transfer of PDA contract. A loan was approved with Banner Bank and there are a few challenges with the owner. It is \$1.5M to acquire Conifer through the City of Tacoma with 1% loan deferred for 10 years. ED Mirra added that Key Bank partners' views will be helpful since they own 99% of the place.

8. COMMENTS FROM COMMISSIONERS

The Board of Commissioners shared their stories and thanked Directors Shalik and Tanbara for all their hard work at THA and their continued support, not only for THA's mission but for staff and their colleagues.

Chair Rumbaugh said that when people you have worked with a long time retire and move on to the next chapter of their lives, you want to wish them all the best, but it is hard to see them go. He has known Barb Tanbara for decades and Ken ran a department with no audit findings for years and years. He is going to miss them both and on behalf of the board, shared his heartfelt appreciation for their work. "Carry on and enjoy the fruits of a lifetime of good work."

Commissioner Purter stated that it has been seven months that he has been a part of the Board of Commissioners. "May the Lord bless them in their future endeavors."

When Commissioner Young saw ED Mirra's email regarding Directors Shalik and Tanbara's retirement it caught him off guard. "Folks like Barb and Ken have been rock solid foundations for the agency through the years." Ken's work with finance has allowed Commissioner Young to sleep at night. He wished them luck.

Commissioner Hodge has such admiration and appreciation for both Directors Shalik and Tanbara. She has known Barb for a long time. "It will be hard to not see them in the meetings, but they will continue to be in the community contributing in different ways."

Vice Chair Smith thanked Directors Shalik and Tanbara for their time serving THA and wished she had a chance to know them better. She thanked Director Shalik. "It has been an honor to be on the Salishan Board with you."

Barb thanked everyone for their kind words. ED Mirra introduced HR Manager Amanda Parent. Amanda comes with a BA in HR Management and Master in Leadership with 12 years of experience. Chair Rumbaugh welcomed Amanda on board and added that there is room in the agency for her to be who she is and manage the department the way she wants to manage it. ED Mirra added that THA is fortunate that both Rich Deitz and Amanda Parent will be applying to be the regular directors for their respective departments.

ED Mirra reminded everyone of how far the agency has come because of Directors Shalik and Tanbara. Director Shalik has been with THA for 13 years and transformed the finances of the agency. He thanked him for his patience with an ED who was not a finance person and withstood his questions with patience and grace. Barb has been with THA for 17 years, almost as long as he has been an ED. He thinks of the time when he knew even less than he presently does about being an ED and how Barb helped him. He will have trouble envisioning THA without either of them.

9. ADJOURNMENT

There being no further business to conduct, the meeting ended at 6:52 pm.

APPROVED AS CORRECT

Adopted: March 24, 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: March 20, 2021
Re: Executive Director's Monthly Report

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

1. **ADVOCACY**

Advocacy has been a preoccupation of late.

1.1 **Washington State Legislative Session**

The Washington State legislative session is approaching its crucial stage for both policy bills and budgets. THA has three main interests in the session:

1.1.1 Arlington Drive: Legislative Request for \$4.25 Million Operating Funds

We seek \$4.25 million in operating funds for the biennium to pay for the supportive services at the Arlington Drive Campus for Homeless Youth and Young Adults.

The state's most recent revenue project is out. This is the projection that the legislature will use to write its budget. The projection is very positive. It projects that total state revenues for the present biennium will be 13.6% higher than the 2017-2019 biennium. The projection for the next biennium is that it will see another 8.2% increase over the present biennium. It projects yet another 5.8% increase for the 2023-2025 biennium. This means an increase of \$7.6 billion from 2019 to 2025. Note: This project does not appear to account for new federal dollars that the state expects from the American Rescue Plan Act of 2021 Congress just passed. That may bring \$5 billion to the state, its cities, and counties and other entities.

This revenue forecast is good news for our Arlington Drive funding request.

Last month I gave the Board a list of the legislators important to this effort. I did that to invite the Commissioners to make their own calls. If Commissioners have any news of their own efforts, the Board meeting would be a good time to hear of it.

The House Appropriations Committee and the Senate Ways & Means Committee will be publishing their proposed budgets this week. Each committee will also host a public hearing about the proposals.

1.1.2 THA Affordable Housing Acquisition Project: \$3 million Capital Funds

The positive revenue projection is also good news for our request for \$3 million in capital funding to help THA purchase multifamily complexes.

1.1.3 Housing Policy Bills: Tenant Protections and Housing Funding

For the last three sessions, THA has worked to negotiate the bill to require residential landlords to have good cause in order to terminate a tenancy. The House passed the bill. It awaits action by the Senate.

1.2 City of Tacoma

The Tacoma City Council is posed to consider a proposal that would impose a tax for affordable housing purposes. It would add a sales tax of 1/10th of 1% of eligible purchases. This would add a penny to every ten dollar purchase. It would raise about \$5 million a year for the City. Last month, I explained why such a tax would be very useful to THA and its developments. I also attached the THA letter to the Council in support. The City Council is scheduled to consider this bill on March 23rd.

1.3 Congress

1.3.1 "Community Project Funding Requests" aka "Earmarks"

Some on the Board will remember that Congress used to appropriate funds for specific projects. These were called "earmarks". Earmarks were essential for the construction of Salishan. And getting them was the hard work of our excellent Congressional delegation, especially Congressman Norm Dicks and Senators Patty Murray and Maria Cantwell.

Congress ended earmarks more than ten years ago.

It appears that they are back under a new name: "Community Project Funding". Each congressional representative will be able to designate a limited amount of dollars for projects in his or her district. We have submitted four requests to our three congressional representatives:

- fund for acquisition
- James Center North infrastructure
- commercial space in THA's Hilltop Housing project
- elevator repair and security measures

1.3.2 "Ensuring a Long-Term Recovery Act"

Congressman Adam Smith has introduced a bill to provide \$25 billion in single-issue vouchers to public housing authorities. I attach his press release and the THA letter in support.

2. BEZOS ACADEMY AT SALISHAN: NEGOTIATION STATUS

The negotiations continue with the Bezos Academy for a lease that would give it exclusive use of the three FIC classrooms for 15 years, rent free, so it can establish a tuition free pre-school. At the Board meeting, I would like to update the Board on those negotiations.



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February 28, 2021

By email: amanda.wyma-bradley@mail.house.gov

Congressman Adam Smith
United States Congress
2264 Rayburn Office Building
Washington, DC 20515

Re: Support for COVID-19 Housing Choice Rental Assistance Bill

Dear Congressman Smith:

I understand that you will shortly introduce for Congressional consideration a bill to provide supplemental Housing Choice Vouchers to help low-income households, and landlords, manage the housing disaster resulting from the COVID-19 pandemic. For the same purpose, the bill extends important waivers that the Department of Housing and Urban Development (HUD) granted to give its programs a necessary flexibility to work better in the pandemic.

I write to convey the strong support of the Tacoma Housing Authority for this bill. The bill is a smart and essential part of the nation's effective response to the housing disaster resulting from the pandemic, for many reasons. Here are five of them:

- **The urgency:** The COVID-19 pandemic, and the resulting economic shut-down, has threatened the mass eviction of households who cannot pay their rent and the ruin of small landlords. At some point, the various eviction moratoria will end. If the various projections of what will happen next turn out to only half true, this nation will see an unprecedented measure of displacement and homelessness, and when small landlords sell out, a loss of rental inventory.
- **One-time payment of rental assistance is not enough either for tenants or landlords:** Your bill recognizes that the one-time payment of term rental assistance offered to date, while valuable, is not enough. It still leaves households at high risk for eviction. It still leaves landlords with the need to evict. The bill recognizes what the nation has already learned: the rental assistance of a Housing Choice Voucher is the best way to offer both a tenant and the landlord the necessary longer-term security both need.

The most effective use of the bill's Housing Choice Vouchers would be before those eviction moratoria end. Let us use the voucher to keep families in their home. This would be less expensive and less traumatic than offering the assistance only after an eviction to help a family find their next landlord.

- **The bill allows a necessary flexibility:** The bill acknowledges that the pandemic's housing challenges are new. So housing authorities need a flexibility to respond. For example, the bill allows them to use the assistance, not only to pay rent, but also to pay rent arrears. This can be an essential way to avoid eviction.
- **The bill uses the existing delivery system:** The nation already has a well-established system to deliver rental assistance in every community: the public housing authorities. They have what such a delivery system needs to put such funds to effective use: the trained staff, the relationships with landlords, the software, the inspectors, and the regulatory apparatus for an auditable use of funds. The bill takes advantage of this system by using it for what it is built to do.
- **Extends HUD waivers:** HUD has waived many of its normal program rules for federal housing programs so they can work better in a pandemic. The bill extends these waivers. The bill also shows the smart insight that we are learning whether any of these waived rules are unnecessary even in normal times. Accordingly, it directs HUD to consider what waivers should become permanent.

In all these ways, the bill is a smart response to an unprecedented housing emergency. The nation has invested billions in one-time housing assistance payments during the pandemic. Doing that has been a vital effort to forestall disaster for millions of households. Yet, if the only benefit the nation gets from that enormous investment is a modest reduction in rent arrearages and perhaps a short-term delay in eviction, then we must count that as a policy and financial defeat, as well as an unrelieved disaster for the most vulnerable victims of the pandemic. In contrast, your bill recognizes the value of a Housing Choice Voucher. A voucher helps a family, and a landlord, not only to avoid disaster, but also to recover a measure of stability. That stability will, in turn, allow them to regain a measure of prosperity. That is what builds families, builds neighborhoods, and promotes a housing market that works better for all.

The Tacoma Housing Authority is grateful to you.

Cordially,

TACOMA HOUSING AUTHORITY



Michael Mirra
Executive Director

Cc: Emily Warren, CLPHA
Stephen Norman, KCHA and CLPHA
THA Board of Commissioners

Michael Mirra

From: Wyma-Bradley, Amanda <Amanda.Wyma-Bradley@mail.house.gov>
Sent: Tuesday, March 16, 2021 3:36 PM
To: Wyma-Bradley, Amanda
Cc: Tess Hembree; Gerard Holder; Michael Mirra; Stephen Norman; Andrew Calkins; Wolters, Lisa; Nan Roman; John Threlkeld; Arlene Conn; dmuha@hudnlha.com
Subject: FW: Rep. Smith Introduces Bill to Provide Rental Assistance to Struggling Families Throughout the Pandemic

EXTERNAL

Hi everyone,

This afternoon we introduced the “Ensuring a Long-Term Recovery Act” legislation to provide \$25 billion in single-issue vouchers through PHAs. It’s been a long road, and we really appreciate all of your support, feedback, and encouragement as we determined the best path forward.

We look forward to building support for this bill with you and your members’ help. Thank you all again for all the work you poured into this legislation!

Below is the press release, and here are the links to [Twitter](#) and [Facebook](#) posts in case your organizations would like to share on your social media pages.

Best,
Amanda

From: Weiss, Justin <Justin.Weiss@mail.house.gov>
Sent: Tuesday, March 16, 2021 6:21 PM
To: Weiss, Justin <Justin.Weiss@mail.house.gov>
Subject: Rep. Smith Introduces Bill to Provide Rental Assistance to Struggling Families Throughout the Pandemic



NEWS FROM U.S. REP. ADAM SMITH
Chairman, House Armed Services Committee

FOR IMMEDIATE RELEASE
Tuesday, March 16, 2021
Contact: [Justin Weiss](#), 202-853-5506

Rep. Smith Introduces Bill to Provide Rental Assistance to Struggling Families Throughout the Pandemic

WASHINGTON, D.C. – Congressman Adam Smith (D-Wash.) released the following statement after introducing the *Ensuring a Long-Term Housing Recovery Act*, which would utilize local Public Housing Authorities (PHAs) to provide rental assistance for the duration of the COVID-19 pandemic and economic recession.

“The COVID-19 pandemic has exacerbated the existing affordable housing crisis facing far too many families in the Puget Sound region and across the country,” **said Congressman Adam Smith**. “As many renters struggle to pay for the essentials and keep up with monthly rent and utilities, we must invest heavily in our most efficient and effective programs available for providing rental assistance.”

“The Ensuring a Long-Term Housing Recovery Act will invest in new housing vouchers that eligible households can stay on until their income returns to normal. Housing vouchers are proven as one of the most effective policies for reducing homelessness and housing insecurity among low-income people and underserved communities,” **continued Congressman Smith**. “Investing in single-issue vouchers for all income-eligible families through the Public Housing Authorities maximizes our ability to reach households in need of support and ensures that emergency rental assistance will be efficiently distributed and last as long as people need it.”

“KCHA applauds Congressman Smith for introducing this critical legislation to bring new housing resources to low-income people in Washington State,” **said Stephen Norman, Executive Director of the King County Housing Authority (KCHA)**. “The COVID-19 pandemic has illustrated how central a stable and affordable home is to a family’s wellbeing. With so many families facing mounting rental debt, Congress must address the immediate needs of people on the brink of eviction, but also recognize that low-income people across the country will not see their incomes recover overnight. A new infusion of emergency Housing Choice Vouchers would provide immediate assistance and long-term stability for low-income families who have disproportionately seen their livelihoods impacted by the pandemic.”

“In all these ways, the bill is a smart response to an unprecedented housing emergency,” **said Michael Mirra, Executive Director of the Tacoma Housing Authority**. “The nation has invested billions in one-time housing assistance payments during the pandemic. Doing that has been a vital effort to forestall disaster for millions of households. Yet, if the only benefit the nation gets from that enormous investment is a modest reduction in rent arrearages and perhaps a short-term delay in eviction, then we must count that as a policy and financial defeat, as well as an unrelieved disaster for the most vulnerable victims of the pandemic. In contrast, your bill recognizes the value of a Housing Choice Voucher. A voucher helps a family, and a landlord, not only to avoid disaster, but also to recover a measure of stability. That stability will, in turn, allow them to regain a measure of prosperity. That is what builds families, builds neighborhoods, and promotes a housing market that works better for all.”

Click [here](#) to read the Tacoma Housing Authority’s full letter to Rep. Smith.

"The Seattle Housing Authority thanks Representative Adam Smith (D-WA) for introducing vital legislation to provide single-use housing vouchers,” **said the Seattle Housing Authority**. “Millions of people in our country are experiencing an inability to maintain or get housing as they struggle with job loss, reduced hours, loss of their businesses, caring full-time for children as day care centers and schools have closed, and the myriad other destabilizing impacts of the pandemic on their lives. Now more than ever there is a need for immediate and innovative help for them. Representative Smith’s bill to provide single-use housing vouchers will provide those most in need with housing. Without these vouchers it will be an incredible challenge for local communities and housing authorities to help keep these individuals and families from spiraling into extended homelessness. Housing authorities are positioned to take on administration of these vouchers and get them into the hands of people who have no means to pay full rent as they attempt to recover and rebuild from the crisis. Housing authorities and our community partners have the experience and infrastructure in place to

support this desperately needed increase in housing vouchers for those hardest-hit by the economic fallout of COVID-19.”

"The Council of Large Public Housing Authorities applauds Representative Adam Smith (D-WA) for introducing this most important legislation to provide single-use housing vouchers to communities in need," **said Sunia Zaterman, Executive Director of the Council of Large Public Housing Authorities.** "The pandemic has created an urgency for a deeper investment in this form of housing assistance for long-term recovery. Single-use housing vouchers can provide immediate assistance to individuals and families and can do so more efficiently while placing the least amount of strain on local stakeholders and government services. These vouchers will assist housing authorities and communities across the country meet their most urgent housing needs arising from the coronavirus and resulting economic contraction. Housing authorities have the capacity for a rapid expansion and administration of these vouchers because the infrastructure is already in place within these agencies to support a substantial increase in voucher availability."

"As the pandemic-induced economic crisis continues, we must provide adequate federal rental assistance to help families stay in or find homes," **said Adrienne Todman, Chief Executive Officer of the National Association of Housing and Redevelopment Officials (NAHRO).** "This bill would authorize \$25 billion for new Housing Choice Vouchers as well as cover fees for utilities, security deposits, and application fees. The bill would also ensure that housing authorities had the flexibility and funding to make sure that the vouchers were used as quickly as possible. NAHRO supports Congressman Smith's effort to expand vouchers to more families who need assistance."

"PHADA is pleased to endorse the Ensuring a Long-Term Housing Recovery Act, which will provide critically needed funding to address the serious affordable rental needs of low-income households across the country," **said Timothy Kaiser, Executive Director – Public Housing Authorities Directors Association (PHADA).** "As you know, these needs have been exacerbated by the Coronavirus pandemic... PHADA recognizes that this expansion of the voucher program will directly address homelessness, housing instability, and overcrowding of low-income households. It will also help tens of thousands of households to gain quickly some measure of security and stability during the pandemic, which will help them get back on their feet and recover financially. Thank you for your commitment to helping low-income households in need and responding to the economic and health crisis facing our communities. An investment of this size and at this time is a direct investment in America's families."

Click [here](#) to read PHADA's full letter to Rep. Smith.

"The MTW Collaborative supports the legislation introduced by Representative Adam Smith (D-WA) to provide single-use housing vouchers to communities in need," **said Andrew Lofton, President of MTW Collaborative.** "The COVID-10 pandemic has only exacerbated our nation's ongoing housing crisis and created an even more pressing need for investment in long-term recovery through housing assistance. Public housing authorities are well positioned to support a substantial increase in voucher assistance and already have the infrastructure and capacity in place for a rapid expansion and administration of single-use vouchers."

"Tenant based assistance has long been the cornerstone of the federal housing programs and represents a proven tool to be utilized in providing much needed assistance to those impacted by the COVID-19 pandemic and its associated economic impact," **said Denise Muha, Executive Director of the National Leased Housing Association.** "The current network of local and state housing agencies/authorities under the current Section 8 voucher program represent an efficient delivery system to assist urban, suburban and rural renters. Importantly, your proposed bill will provide housing authorities essential flexibility in meeting the challenges of both renters and landlords perpetuated by the pandemic. The authority to address rental arrears as well as current rental needs along with waivers and the ability to offer incentives for landlord participation will be key to that effort."

Click [here](#) to read the National Leased Housing Association's full letter to Rep. Smith.

“Universal housing vouchers are key to ending the nationwide crisis in affordable housing as well as homelessness,” **said the National Alliance to End Homelessness**. “Rep. Smith’s bill commands the Alliance’s support because it is a significant step in the right direction. The Alliance thanks Rep. Smith for his leadership on low income housing and homelessness issues.”

The *Ensuring a Long-Term Housing Recovery Act* would provide \$25 billion for single-issue vouchers through Public Housing Authorities (PHAs) to all income-eligible families.

- This would fund approximately 200,000 vouchers over five years.
- The single-issue housing vouchers sunset whenever the initial households that use them exit the program. PHAs are prohibited from reissuing these vouchers to other households.
- A portion of the \$25 billion would be given to HUD to award to PHAs competitively to ensure a subset of vouchers are targeted in a manner consistent with highest need or awarded to PHAs with demonstrated capacity to issue vouchers quickly and effectively.

You can read the full text of the *Ensuring a Long-Term Housing Recovery Act* [here](#).

###



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,241,074 for the month of February 2021.

Approved: March 24, 2021

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of February 2021

		Check Numbers			
		From	To	Amount	Totals
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	94,688	-	94,745	
Accounts Payable ACHs	ACHs	470	-	507	
Business Support Center				524,132	Program Support
Moving To Work Support Center				90,091	
Moving To Work Buildings (used by Support Center)				42,247	
Tax Credit Program Support Center				18,152	
Section 8 Programs				11,369	Section 8 Operations
Hillsdale Heights				533	Properties
KeyBank Building				4,907	
Mr Mac Building				1,468	
Salishan 7				49,063	
Trees Properties (Conifer S, Pine Tree, Redwood Juniper)				9,000	Development
James Center				11,945	
Alberta J Canada-Development				105	
Arlington Youth Campus-THA Costs				225	
Developer Fee - General Development Activity				4,310	Client Support
Bus Development Activity				633	
Community Services MTW Fund				8,776	
Education Private Grants (Gates, etc.)				2,500	
Education-Local Gov't Grants (County, City)				4,000	
THA SUBTOTAL				783,458	
Hillside Terrace 2 & 1500				3,340	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				7,911	
Alberta J Canada Bldg				-	
Arlington Youth Campus				706	
Court F (The Rise)				1,019	
Renew Tacoma Housing				20,421	
Salishan 1 - Salishan 6				21,173	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				54,570	838,028
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	484,021	-	484,133	169,773
	ACHs	3,938	-	4,890	3,508,010
Payroll & Payroll Fees - ADP					\$ 725,261
TOTAL DISBURSEMENTS					\$ 5,241,074

TACOMA HOUSING AUTHORITY

CASH POSITION - January 2021

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	7,645,745	0.29%
Section 8 Checking	1,279,013	0.29%
THA Affordable Housing Proceeds-Salishan	1,968,880	0.29%
THA Scattered Sites Proceeds	5,877,474	0.29%
FSS Escrows	219,828	0.29%
CSA Escrows	93,419	0.29%
Note Fund Account	103	0.29%
Credit Card Receipts	339	0.29%
Key Bank Security Deposits	1,851	0.29%
Relocation Account	5,002	0.29%
THA Investment Pool	337	0.29%
THDG - Tacoma Housing Development Group	1,036,827	0.29%
Salishan 7 Operations	1,382,726	0.29%
Salishan 7 Security Deposit	28,907	0.29%
Salishan 7 Replacement Reserve	429,255	0.29%
Salishan 7 Operating Reserve	203,343	0.29%
Highland Crest Operations	1,187,526	0.29%
Highland Crest Replacement Reserve	280,846	0.29%
Highland Crest Security Deposit	39,196	0.29%
Outrigger Operations	504,382	0.29%
Outrigger Replacement Reserve	210,921	0.29%
Outrigger Security Deposit	19,876	0.29%
Prairie Oaks Operations	192,781	0.29%
Prairie Oaks Replacement Reserve	33,304	0.29%
Prairie Oaks Security Deposit	6,963	0.29%
Payroll Account	4,749	0.29%
HOME STREET BANK		
James Center North Operations	827,663	0.00%
James Center North Security Deposit	56,801	0.00%
WASHINGTON STATE		
Investment Pool	\$ 1,524,905	0.14%
1. TOTAL THA CASH BALANCE	\$ 25,062,963	
Less:		
2. Total MTW Cash Balance	\$ -	
<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)	\$ -	
3. MTW Cash Held By HUD	\$ 9,305,154	

TACOMA HOUSING AUTHORITY

CASH POSITION - January 2021

4. Non MTW Cash Restrictions/Obligations			
<i>4.1 Non MTW Operational Restrictions</i>			
4.10 HUD Restricted - Lot and Property Sales		\$	7,846,354
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,968,880		
4.102 Scattered Sites Proceeds (Afford Hsg)	5,877,474		
4.15 HUD Restricted - CARES Act (Covid-19)		\$	168,096
4.151 Unspent CARES Act Funding	168,096		
4.20 THA Property Accounts Reserved		\$	2,553,800
4.201 Security Deposit Accounts	153,594		
4.202 Highland Crest Operations Reserves	320,000		
4.203 Highland Crest Replacement Reserves	280,846		
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	210,921		
4.208 Prairie Oaks Operations Reserves	77,000		
4.209 Prairie Oaks Replacement Reserves	73,304		
4.210 Salishan 7 Operations Reserves	354,000		
4.211 Salishan 7 Replacement Reserves	429,255		
4.30 Rental Assistance Reserves		\$	926,846
4.301 Mod Rehab Operating Reserves	82,782		
4.302 VASH, FUP, MAIN & NED HAP Reserves	611,794		
4.303 FSS Escrows	232,270		
4.40 Prepaid Grants		\$	2,831,695
4.401 TPS Interlocal (CS-2017-011)	232,155		
4.402 UWPC - Strong Families (CS-2018-003)	78,264		
4.403 Balmer Foundation - Education Prog (CS-2020-005)	720,378		
4.404 College Sparks (PI-2018-005)	80,852		
4.405 GTCF Grant (PI-2019-005)	163,250		
4.406 Foundation for Tacoma Students (PI-2019-009)	49,908		
4.407 Gates - THA Education Program (PI-2020-006)	323,559		
4.408 Kresge Foundation - CHAP Program (RA-2019-009)	76,502		
4.409 GTCF Grant for Arling Drive Supplies (CS-2020-009)	20,000		
4.410 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.411 THDG	1,036,827		
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)		\$	16,826,791
4.70 Agency Contracted or Budgeted Commitments Remaining		\$	-
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$	16,826,791
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)			
		\$	8,236,172
6. Development Advances - Project Reimbursement upon closing/draw			
		\$	150,583
6.01 Arlington Crisis Residential Center	-		
6.02 Arlington Youth Housing	65,239		
6.03 Court F LLLP (1800 Block)	85,344		



TACOMA HOUSING AUTHORITY

ADMINISTRATIVE SERVICES



TACOMA HOUSING AUTHORITY

DATE: March 24, 2021

TO: THA Board of Commissioners

FROM: Sandy Burgess
Director of Administrative Services

RE: Administrative Services Department Bi-Monthly Board Report

The Administrative Services Department staff have had our hands full with many projects that support Tacoma Housing Authority (THA). We worked with the Fair Housing Center to conduct virtual Fair Housing Training for all new staff hired in 2020 on March 10th. We have also been assisting with preparations for the remodel and construction at 902 South L Street, scheduled to begin in May.

Asset Management has been assisting Executive Director (ED) Michael Mirra with the lease negotiations for the Bezos Academy at the Family Investment Center (FIC), elevator repair plans, and reporting to our investors and funders. Compliance is wrapping up our somewhat complicated annual tax credit reporting while also continuing compliance file review for the new units at the Rise and Arlington.

IT has been leading several projects for the agency. IT is supporting Real Estate Development and Property Management as we bring the Rise and Arlington Apartments online. We also led the work to replace our aging phone system with a modern, flexible Teams based soft-phone system and facilitated training for All THA staff on this new system. We have picked up the work that our previous Communications Manager started, working with ED Mirra, a consultant and departments to build a new web site for THA. The department's daily work continues, supporting THA's Contracting, Risk Management, IT, and OpenDoor needs.

We want to thank staff from other departments who have assisted with the interview process for the Associate Director of IT, Contracts and Procurement Manager, and Risk Manager positions. We are also posting for the Data Analyst and Business Process Manager positions this month.

ASSET MANAGEMENT REPORT

1. Property Financial Overview January 1, 2020 through December 31, 2020

The information in this section is focused on the Operating Expenses across the residential portfolio for the period January 1, 2020 through December 31, 2020. Per Unit Per Year (PUPY) expenses are the main data point analyzed by Asset

Management, in cooperation with Property Management and Finance. 2020 PUPY expenses are analyzed below against budget.

Renew Tacoma

Chart 1 and the corresponding **Table 1** represent the per unit per year (PUPY) *actual* expenditures for each Renew Tacoma property January 1, 2020 through December 31, 2020 compared to the *budgeted* PUPY for the same period.

Chart 1

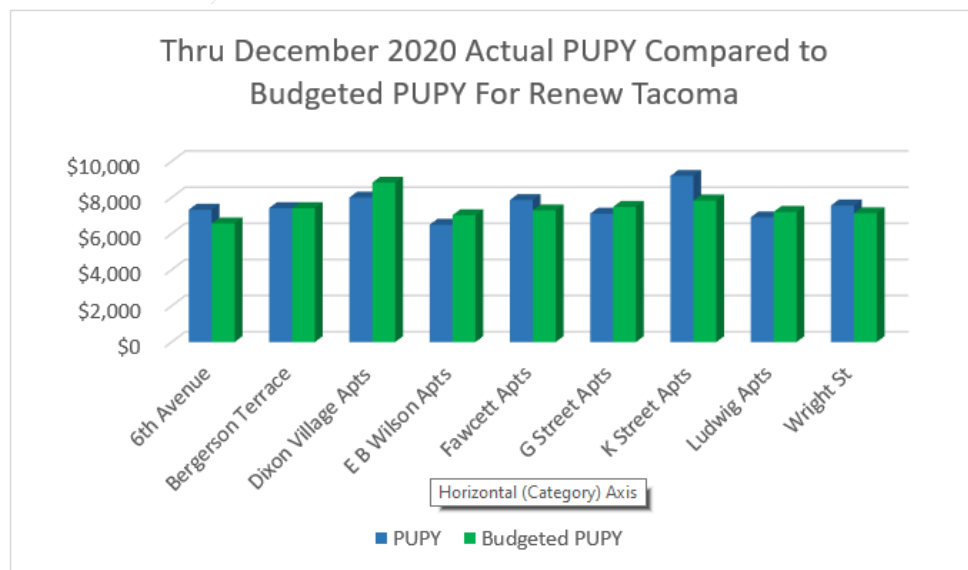


Table 1

Property	PUPY	Budgeted PUPY	Difference
6 th Avenue	\$7,324	\$6,568	(\$755)
Bergerson Terrace	\$7,414	\$7,411	(\$3)
Dixon Village Apts	\$7,997	\$8,821	\$824
E B Wilson Apts	\$6,492	\$7,023	\$530
Fawcett Apts	\$7,860	\$7,290	(\$570)
G Street Apts	\$7,105	\$7,481	\$376
K Street Apts	\$9,192	\$7,836	(\$1,356)
Ludwig Apts	\$6,904	\$7,205	\$301
Wright St	\$7,558	\$7,130	(\$429)
All Renew Tacoma	\$7,428	\$7,307	(\$121)

Five of the nine properties ended December over their budgeted PUPY, with the largest variance occurring at K Street.

- K Street exceeded its projected PUPY due to ongoing environmental remediation expenses. The environmental remediation has reached a five-year monitoring benchmark and the department of ecology is reviewing the data to determine if the monitoring may be terminated. If the monitoring is terminated the annual expense of \$4262 will be resolved.
- Wright Street has also reached the five-year monitoring benchmark and is under review. If monitoring is terminated the annual expense of \$7,010 will be resolved.
- 6th Ave. experienced higher costs associated with units turns and required maintenance and repairs at the beginning of the year. PUPY overage was \$755.
- Bergerson Terrace was \$3 over the budgeted PUPY, generally associated with unit maintenance.
- Fawcett was \$570 over budgeted PUPY due to increased expenses for protective service. These included security and maintenance contracts for fire safety equipment.

All THA Properties

Chart 2 and the corresponding **Table 2** represent the per unit per year (PUPY) *actual* expenditures for all THA's properties January 1, 2020 through December 31, 2020 compared to the *budgeted* PUPY for the same period.

Chart 2

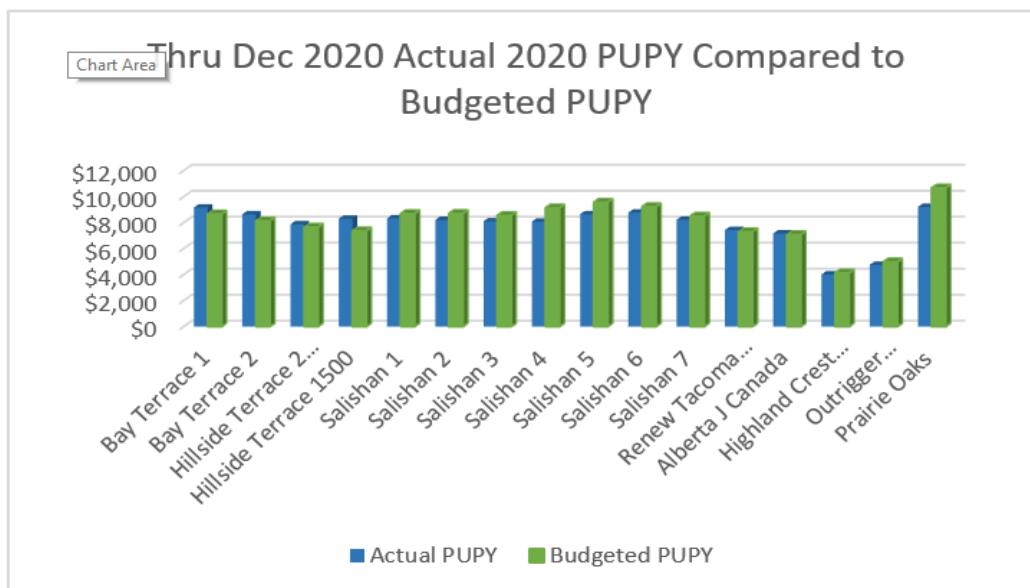


Table 2

Properties	PUPY	Budgeted PUPY	Difference
Bay Terrace 1	\$9,158	\$8,666	(\$493)
Bay Terrace 2	\$8,636	\$8,138	(\$497)
Hillside Terrace 2 (Combined)	\$7,870	\$7,650	(\$220)
Hillside Terrace 1500	\$8,298	\$7,370	(\$928)
Salishan 1	\$8,330	\$8,693	\$363
Salishan 2	\$8,207	\$8,707	\$500
Salishan 3	\$8,101	\$8,552	\$451
Salishan 4	\$8,073	\$9,135	\$1,062
Salishan 5	\$8,648	\$9,567	\$919
Salishan 6	\$8,775	\$9,222	\$448
Salishan 7	\$8,228	\$8,500	\$272
Renew Tacoma Housing	\$7,428	\$7,307	(\$121)
Alberta J Canada	\$7,167	\$7,077	(\$90)
Highland Crest Apartments	\$4,012	\$4,129	\$117
Outrigger Apartments	\$4,753	\$4,985	\$232
Prairie Oaks	\$9,208	\$10,668	\$1,460

* Hillside 1 and 2 were combined into Hillside Terrace 2 after the RAD conversion.

Chart 2 and Table 2 show six properties in the THA portfolio have exceeded the 2020 budgeted PUPY. The overages on budgeted PUPY values do not exceed \$1000 which is promising when considering unknown financial impacts from the pandemic. However, capital repairs and unit maintenance were deferred to minimize exposure to Covid-19 for tenants and THA staff. 2021 will demonstrate deferred maintenance and resulting financial impacts.

- Hillside 1500 demonstrates overage of \$928. However, this is generally related to a management fee the property partnership paid to THA for management services.
- Bay Terrace 2 had significant maintenance expenses related to contracted HVAC and elevator repairs.
- The most expensive properties in the portfolio to operate are Prairie Oaks and Bay Terrace 1. For Prairie Oaks, these high costs can be attributed to low number of apartments (15) and unit damage repair costs.

Property Financial Overview for 2020 Year End versus 2019 Year End

Table 3 shows the 2019 PUPY and 2020 Property PUPY. This data is intended to show trends in expenses year over year. This data shows ten properties are trending down from the 2019 PUPY expenditures. The properties that are reducing expenditures from the prior year are highlighted in gold in Table 3. It is still to be determined if deferred maintenance due to the pandemic is what contributed to the downward trend in expenses.

Table 3 – Actual PUPY 2019 to 2020 Comparison

Properties	2019 PUPY	2020 PUPY
Bay Terrace 1	\$8,601	\$9,158
Bay Terrace 2	\$8,412	\$8,636
Hillside Terrace 2 (Combined)	\$7,947	\$7,870
Hillside Terrace 1500	\$7,710	\$8,298
Salishan 1	\$10,838	\$8,330
Salishan 2	\$9,814	\$8,207
Salishan 3	\$11,724	\$8,101
Salishan 4	\$8,744	\$8,073
Salishan 5	\$9,199	\$8,648
Salishan 6	\$8,756	\$8,775
Salishan 7	\$10,210	\$8,228
Renew Tacoma Housing	\$7,754	\$7,428
Alberta J Canada	\$4,626	\$7,167
Highland Crest Apartments	\$6,292	\$4,012
Outrigger Apartments	\$11,470	\$4,753
Prairie Oaks	\$7,139	\$9,208

2. COMPLIANCE REPORT

2.1 Reasonable Accommodation Requests

This is a follow up to the Reasonable Accommodation Report in January 2021. This report provides a little more detail on reasonable accommodation requests. We continue to improve the Reasonable Accommodation data entry and build out data fields in Open Door. We were able pull some data from 2019 for comparison. We are working on business processes to refine the Reasonable Accommodation process, data collection, and data analysis.

We received a total of **384 Reasonable Accommodation Requests in 2020**. 70% of the requests were approved or approved with a modification. This was substantially lower number of requests than we received in 2019. We can only speculate as to why there were a lower number of reasonable accommodation requests, but we believe it was in part due to the instability caused by the COVID pandemic. As was reported previously, our highest number of requests in 2020 were for an extra bedroom.

Note: We are still determining the best metric to show the impact of COVID on those that may not have implemented an approved reasonable accommodation request for an extra bedroom.

	2019	2020
Total Number of All RA Requests ¹	536	384
Average days to process RA request ²	19.7	20.98
Average est. cost to implement RA	\$1864.06	\$1704.83

2.2 Compliance File Review

2020 was a roller coaster year for most of us, for so many reasons. Compliance was no exception. During 2020, our department experienced staffing changes including some staff moving to other positions in the agency. Compliance Auditor, Nicole Thomas, continued to keep us on track during these transitions while also taking on additional related tasks including monitoring, interpreting, and communicating HUD COVID waivers.

In addition to our regular unit turn-over which requires compliance review, THA also brought on The Rise and Arlington apartments, at the same time. Each unit being leased up requires compliance file review. To ensure the best quality, we typically have at least two people review each file. Compliance auditors review for household income, supporting documentation, household composition, and much more. Our investors, funders and partners expect that THA continues to maintain our stellar record of being compliant on every

¹ The average days to process the RA request reflects the first date of the request to the final decision, which includes obtaining 3rd party verifications

² The average cost to implement reflects costs to THA including the additional bedroom for a voucher or unit for a one-year period

single unit. This is a credit to the hard work of our Compliance, Property Management and Rental Assistance leasing teams.

We had 111 applicants for regular unit move-ins during 2020. Arlington Apartments and The Rise at 19th leasing has rolled into 2021. In 2020 we reviewed 37 applicants for Arlington and 39 applicants for The Rise.

Compliance auditors reviewed over 350 units' lease-up files in 2020!

Sometimes applicant's files required multiple reviews for various issues or items missing. The highest percentage that required multiple reviews were for:

- Income / rent calculations needing correction
- Inconsistent documentation
- Required clarification on documentation
- Aged documentation

Tax Credit compliance requires that information in a client's file cannot be older than 120 days. Because of this requirement, Property Management has had to "freshen up" over half of the applicant's file documentation for applicants applying for The Rise at 19th. This then requires a re-review by Compliance. At Arlington, The Y has worked closely with Property Management to gather complete files from the applicants. This is not an easy task when many of these households are coming from homelessness.

In addition to file review for leasing of our owned and managed properties, Compliance auditors also reviewed for our 3rd party managed properties, audit for Tax Credit, Investors and a 10% random sampling. **In 2020, we reviewed an additional 200 files for 3rd party managed properties, audits, and investors.**

Compliance is looking forward to working with the OpenDoor Team this year to build out the Compliance Tab. This will enable us to track how many files we review, break down the most common issues and visualize data to better assist the leasing teams. We will be able to sort for the 10% random compliance auditing and improve management of the workload.





TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: March 24, 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

February was yet another busy month for Client Support and Empowerment (CSE). CSE continued to work with local early childhood education and childcare providers, consulting their expertise to aid THA's development of a preschool at Salishan's Family Investment Center. The community consultation process included close to 30 organizations that offered robust and thoughtful advice as to how to best implement community-based, culturally inclusive, and developmentally appropriate services. The strongest recommendations were for a Community Advisory Board, whole family support, hiring staff from the Salishan community, providing career pathways for residents of Salishan, and a preference for low-income families (as opposed to very low income). THA is grateful to the many partners who assisted us in this process, going out of their way to aid our planning and progress.

In February, CSE also provided several sessions of Trauma Informed Care training to partners, including the Y Social Impact Center housing staff team. Trauma Informed Care (TIC) is a core tenet of our work, centering the understanding of trauma, particularly Adverse Childhood Experiences (ACEs), and how that trauma impacts brain development and functioning. People typically think of trauma as acute incidences based in a household or an individual's experience(s), like violence at home, abuse, and neglect. While those events are certainly considered ACEs, we have learned that much of the most damaging trauma is, in fact, systemic, reoccurring, and traditionally over-looked. Poverty is its own type of trauma. Resource (food, housing, money, etc.) insecurity deeply impacts an individual's brain functioning, strengthening the "fight, flight, freeze" response and

diminishing one's ability to access the parts of the brain that can only operate when all basic needs are met. The prefrontal cortex is the part of brain where expressive language, executive functioning (connecting seemingly unrelated events to make sense of new circumstances), inhibition, and emotional regulation live. The prefrontal cortex is the last part of the brain to fully develop in any individual, and can only fully develop in safe, stable, and supported environments.

Without a full understanding of the types and impacts of trauma, we are more inclined to see poverty as a personal issue rather than a systemic issue, rooting problems within a human rather than within systems. As we better understand the source(s), and deep and neurological impacts of trauma, staff are better situated to build the trusting and safe relationships highlighted in last month's Board of Commissioners Report.

3. DEPARTMENT UPDATES

3.1 Staffing

CSE is in the process of hiring several staff; two case workers for the new Two-Generational Program, one Whole Family Services/Two Gen. hybrid position, and a Senior Office Assistant. We hope to be able to share news of new staff onboarding in the March BOC report.

Program Specialists Trish Mozo, Marty Higgins, and Martha Matthias have been working together, leveraging their strengths and relationships to move two projects forward. One of the projects is to bring back the CSE Newsletter. The new letter will include content and stories from residents themselves, in addition to THA driven content. In previous iterations, the Newsletter proved to be a useful medium for consistent outreach and communication on a broad scale. It will also now act as a community building tool. The second project they are working on is redesigning the community room spaces in the West Portfolio to be more useful, resident centered spaces. Umpqua Bank has provided funds for this purpose and staff are engaging residents, RED and PM staff in the process.

3.1.1 Email from Resident

The following email was sent to a Property Manager in Salishan, highlighting the work of CSE staff member Mariya Yakimenko and Sound Outreach's Financial Coach Kenan Hadzic. This email also shows the multigenerational impact THA's Services:

Hello! I have BARELY had enough to pay my bills each month & have had to borrow money the last 2 months bc I can't cover it all. Sorry to email you again... but I just want to make sure I'm doing everything the correct way. Also... I am VERY grateful for Mr. Kenan & Mariya bc they are and have been helping me budget, learn how to better spend and save my money, & helping me map out my future sense I switched career paths. The network of help y'all have set up for us is just amazing & can help all of us if we just utilize it correctly. I've never had anyone teach me about my finances & other lifelong skills... so I'm teaching my kids now so they can have skills to use in their future lives! So thankful for that! I look forward to hearing from you about what steps to take! Hope u have an awesome remainder of ur weekend!

3.2 Program Updates

3.2.1 Child Savings Account

Staff in the Child Saving Account program (CSA) developed a draft of the program's logic model, which outlines their proposals of inputs, activities, outputs, outcomes, and long-term impact based on the information gathering and process mapping with BERK. Staff also developed a draft of new program earning and eligibility structures for the redesigned CSA program. Staff plan to shop these proposals with the CSA advisory group, made up of families enrolled in the program, in March and April.

3.2.2 Senior and Disabled Buildings

Staff continue to work with the Tacoma Pierce County Health Department (TPCHD) to bring vaccines on-site at THA's Senior and Disabled buildings. Martha Mattias, THA's lead for vaccine distribution, has arranged for all in CSE to receive training about the COVID vaccines and distribution phases. She has been working closely with TPCHD to both learn of vaccination events and to bring vaccination clinics to THA Senior and Disabled properties. Martha has applied for all THA Senior and Disabled properties to be vaccine sites, where TPCHD would come to the property to vaccinate residents. There are some logistical questions pending with TPCHD, including eligibility, site needs, availability of vaccines, transportation, and frequency of vaccination site visits. We hope to have an update as to vaccinations on site at the March BOC meeting.

While THA does not employ mental health counselors, we know that there is a great and growing need for these services for our residents. Some of the consistent barriers to bringing mental health services on site include cost and insurance coverage, the scale of the need, provider capacity, resident willingness

to engage in services, the need for relationship building between counselors and residents, and transportation needs. Case Worker Sukara Grandberry has seen this need and taken the initiative to meet with local mental health providers to understand and remove barriers to services, and to bring services on site safely. This work is complicated and in its initial stages, but we hope to provide regular progress updates.

3.2.3 Family Properties

Staff working in the family properties have been busy working with families in various forms of crises. Case Workers Gary McCurty and Da'Vonya Jackson are both incredibly well suited for this work and have proved to be invaluable assets in those properties. Gary and Da'Vonya are working with several families facing eviction and housing instability, offering support, increasing feelings of safety at the properties and providing access to critical resources.

3.2.4 Two-Generation Program

Program Supervisor Byron Williams is in the process of hiring two Case Workers for the new Two Generation Program. This program is funded by the Ballmer Group, and will focus on families who have children in middle school and high school. Staff will support all members of the household, helping them to develop individual and family goals and then assisting them in accessing the resources to help them achieve the goals they set for themselves. Byron has been meeting with families in the West Portfolio to better understand their hopes and wishes for the program. Residents have been providing incredibly useful feedback and have also been learning about the resource that will soon be available to them. Residents seem most excited about the opportunity for youth mentoring that will be a core piece of the program and all families Byron has talked to have expressed interest in enrolling in the program.

An additional piece of this program will include the YMCA of Pierce and Kitsap Counties as well as HopeSparks, working together to provide a comprehensive Social Emotional Learning curriculum to parents and kids. The series in development is eight weeks and will tie adult and child learning together, allowing families to learn at the same pace, working with one another to build out each other's learning and skills development.

3.2.5 Contracts

(a) Volunteer Income Tax Assistance

In February, Associated Ministries began offering free tax preparation support on site at the Family Investment Center via a program called Volunteer Income Tax Assistance (VITA). Due to COVID, support is offered by appointment only, and only for folks who do not have access to the technology, or the skills needed to receive virtual support. The program got off to a mostly smooth start, despite an alarm snafu at the FIC as they began to get set up. As of early March, the program has already served 36 taxpayers.

(b) Family Self Sufficiency

The Family Self Sufficiency (FSS) program staff team has been working hard with families enrolled in the program. In February one family graduated from the program and 11 other families completed goals leading to deposits into their escrow accounts. Even during COVID and its various complicating factors, clients continue to move forward setting and completing goals, big and small.

(c) By the Numbers

Kendra Peischel has been working with THA's IT department to address deficiencies in the Open Door database. Kendra and IT are working with a third-party support company to redesign our client workflow and to better understand how to make the system capture new and necessary data, helping staff improve service provision, outputs and outcomes.

The charts below show how many resource connections staff made in the month of February, and the numbers and types of referrals received by CSE from the East Portfolio, voucher holders, the West Portfolio, respectively. Each referral received is assigned to a Case Worker who then works with residents/voucher holders to address the need expressed in the referral along with other needs the family may express. Some referrals result in limited support aimed at addressing the referral issue, and others turn into long-term support. The bottom chart shows the number of external resource connections staff made on behalf of residents and voucher holders. The length of engagement is determined largely by residents, with Case Workers offering support for a variety of needs.

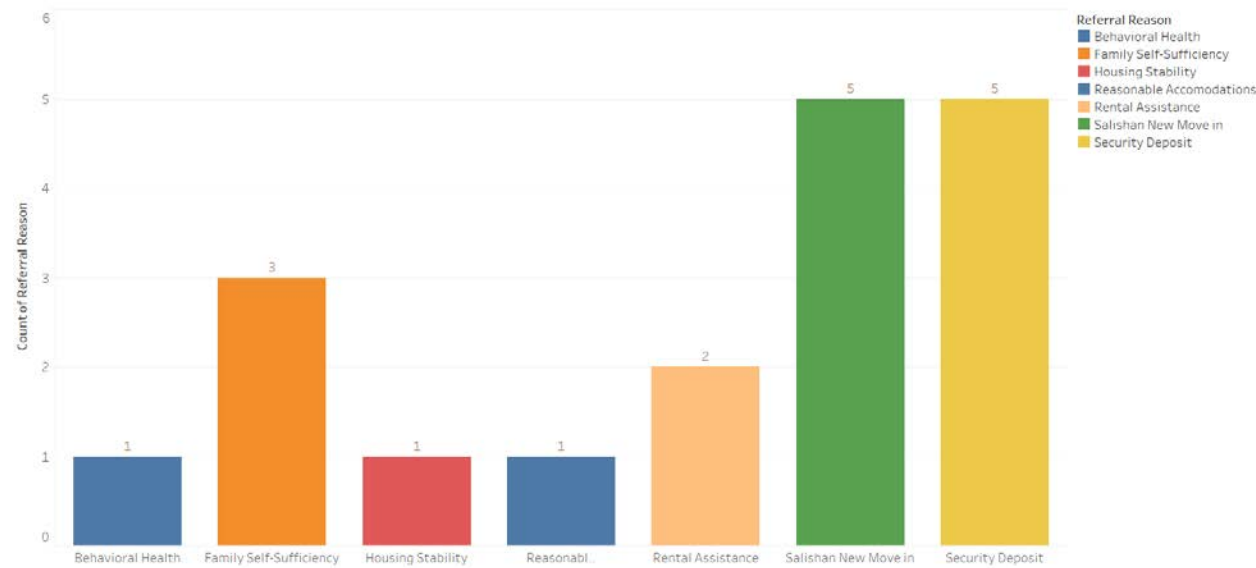
2021 RERERRALS RECEIVED BY CSE

Referral Reason	Month of Date Referred		Grand Total
	January 2021	February 2021	
Behavioral Health	3	2	5
Employment Related Services	4	3	7
Family Self-Sufficiency	5	7	12
Housing Resources	1		1
Housing Stability	14	13	27
Reasonable Accommodations	1	1	2
Relocation	1	1	2
Rental Assistance	8	7	15
Resident Support		2	2
RISE New Move in	3	11	14
Salishan New Move in	2	5	7
Security Deposit	2	8	10
Voucher Utilization	4	1	5
Voucher Utilization (Port-out)		1	1
Grand Total	48	62	110

Count of Referral Reason broken down by Date Referred Month vs. Referral Reason.

East Portfolio:

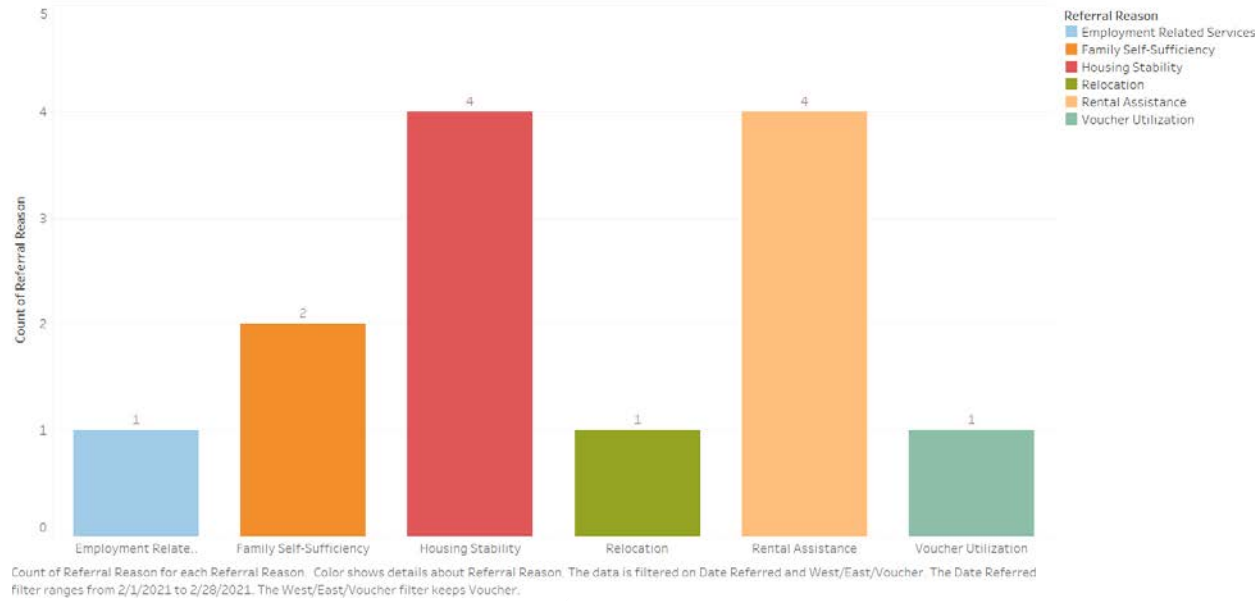
Referrals Received by CSE
 February 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on Date Referred and West/East/Voucher. The Date Referred filter ranges from 2/1/2021 to 2/28/2021. The West/East/Voucher filter keeps East Portfolio.

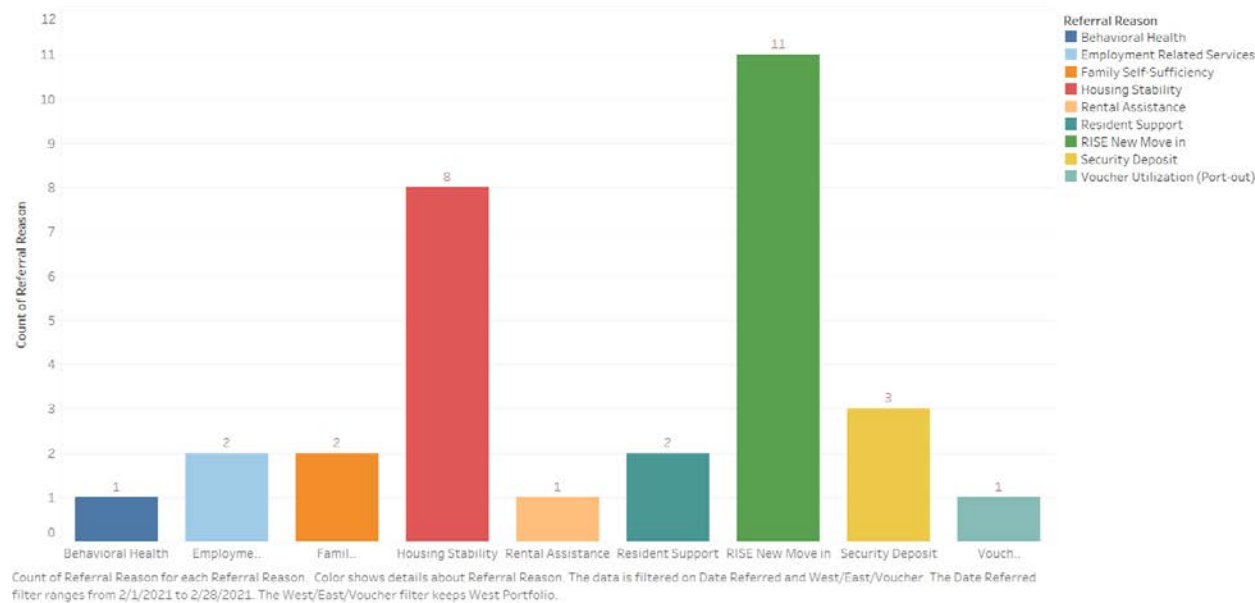
Voucher Holders:

Referrals Received by CSE
 February 2021



West Portfolio:

Referrals Received by CSE
 February 2021



External Referrals:

2021 Resource Connections

Referral Category	January	February	Grand Total
Adult Education	3	2	5
Asset Building	10	2	12
Employment Assista..	5	6	11
Food Assistance	416	370	786
Legal Services		4	4
Rental Assistance	8		8
Resident Assistance..	25	24	49
Tax Assistance		1	1
Transportations Ass..	1		1
Utility Assistance	1		1
Grand Total	469	409	878

Count of Referral Category broken down by External Referral: Created Date Month vs. Referral Category.



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: March 24, 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 Rental Assistance (RA) Department has been busy training new staff and assigning new caseloads. This is the most turnover the department has seen in recent years. The goal is to be prepared for additional Rental Assistance provided through the Covid Relief Bill for emergency vouchers. Information regarding this has just been announced and we are expecting details within 60 days.

We are also preparing for the launch of the Rental Assistance program from Pierce County. Pierce County has refined their procedures for the issuance of rental assistance. There will be one source for applications for all programs. This will eliminate much of the confusion from the last program. Last time there were too many options to apply and caused confusion for the applicants as well as the providers. This time it will be a one stop application and the funding distribution will be determined behind the scenes. THA will reach out to property owners and our clients about this program, and we expect to be helpful to both property owners and residents regarding verifications.

The timing is right for a first-floor remodel to accommodate the growth of the department. New funding and new programs will bring the need for additional staff. We will make the determination based on the news we hear regarding the Covid Relief Bill. We are in the early stages of planning for the remodeling and have submitted plans for permitting to the City. Still many decisions to make but an exciting time.

Our department has also been very involved with the EOC and the Return-to-Work group. As the news changes, we are participating in the discussions to return the 25% staffing at the main office. New changes arrive quickly, and we are keeping a close eye on the changes to provide services to our customers and keep staff safe. The quick move we made to working remotely continues to improve while still providing for our customers.

3. RENTAL ASSISTANCE DEPARTMENT REPORTS

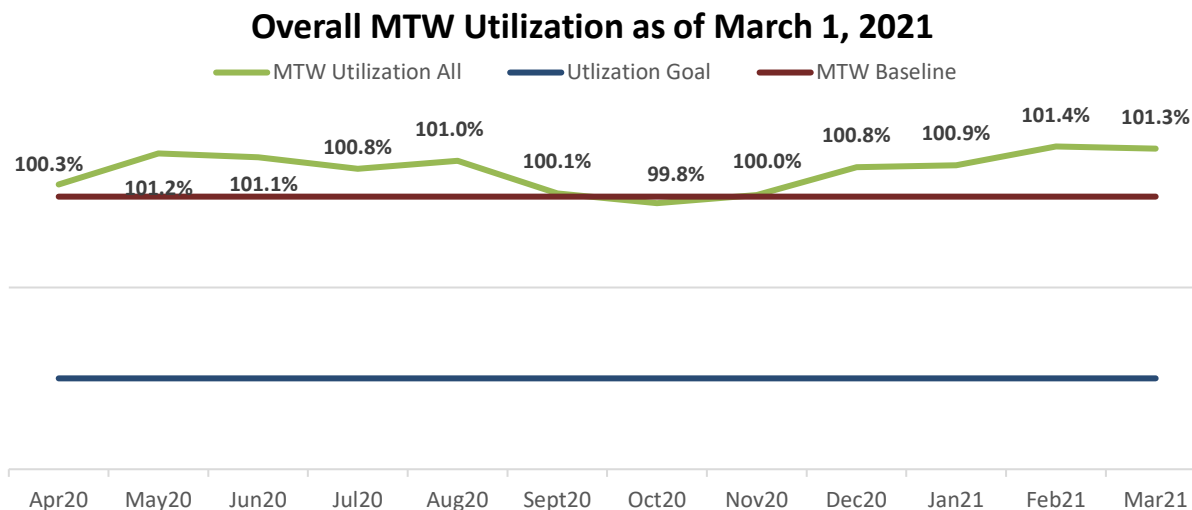
3.1 Covid-19 Operations: New Technology Project Updates

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, property owners, and operations and ensure our compliance with new rules enacted by the State of Washington and Housing and Urban Development (HUD). Over the next few months, we will report the status of the following projects:

- **Online Client Reviews:** We are happy to report that we are fully online! Participants of our Housing Opportunity Program (HOP) and traditional voucher programs can complete their annual review paperwork entirely online. This improves customer service for over 2,500 clients. While this is a significant improvement, the department considers this a stopgap measure until clients can access all paperwork and forms through a future online portal.
- **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 late spring.
- **Phones:** We are actively working with IT to implement a new phone system by April 1st. 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

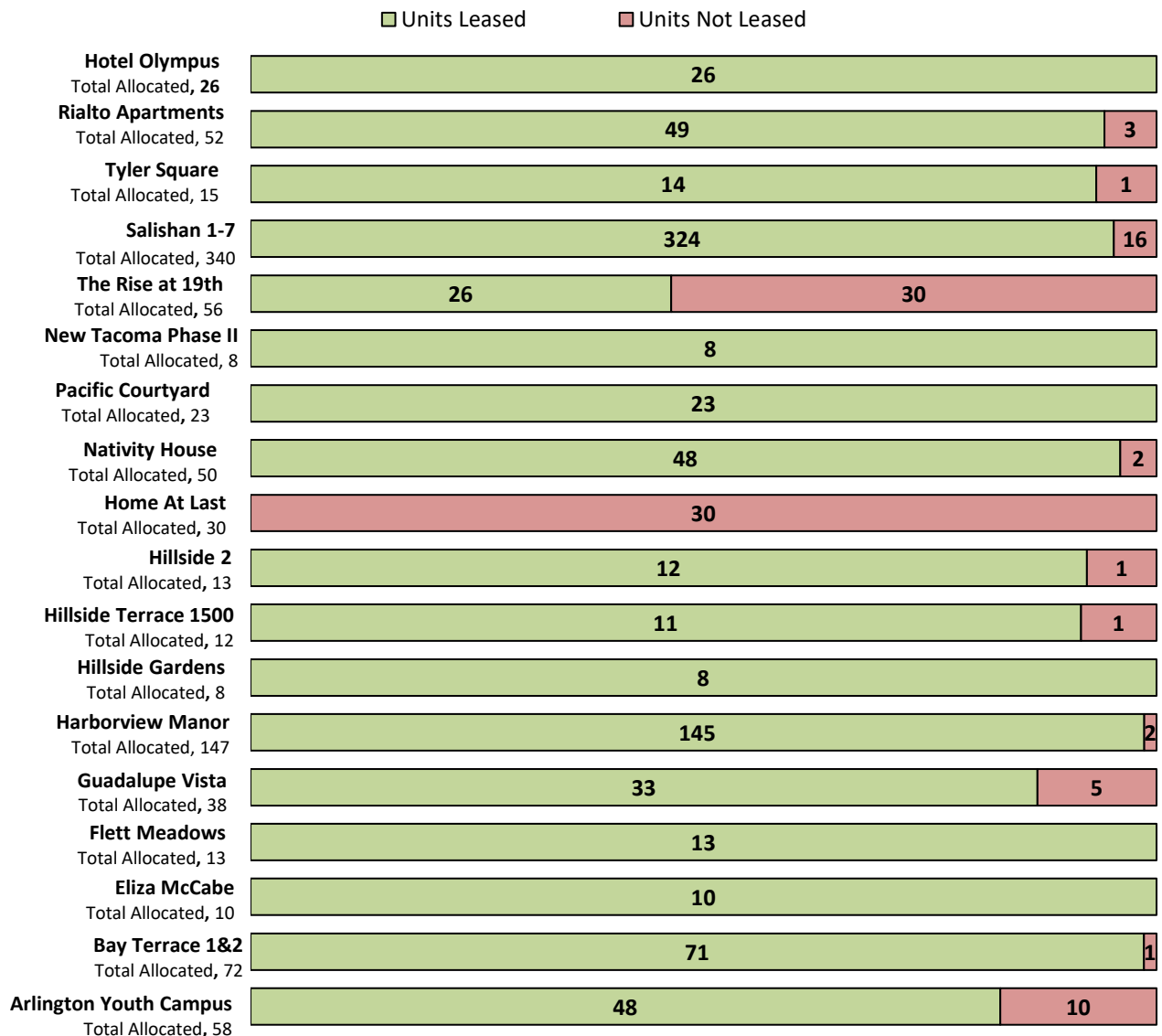
The overall Housing Choice Voucher utilization is reported at 101.3% as of March 1, 2021. THA receives a report on utilization quarterly for Rapid Rehousing (RRH) and Property Based Subsidies (PBS). Therefore, averages are used to forecast utilization to the current date for these specific programs. 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, the Rise at 19th is 50% leased (including the VA units). The VA is struggling to fill 2-bedroom units for homeless families with children. Rental Assistance is partnering with Property Management to develop solutions to minimize the impact on the building's lease-up schedule. A portion of the Rise 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. We are excited to report that THA has received the COO and 9 referrals for the YWCA's Home At Last Project. We've added that property to our utilization chart below.

Project Based Voucher Utilization as of March 2021



3.4 Special Programs & Property Based Subsidies

Below is a breakdown of the utilization of THA's special programs. The charts below include shoppers for each program. Our special programs team is growing and will now have 4 housing specialists to focus on this work. The team continues to do an outstanding job processing the referrals from Department of Children Youth and Families (DCYF) and Pierce County Alliance (PCA) and issuing vouchers to participants quickly. Communication with DCYF and PCA remains strong. We recently expanded our CHOP commitment to meet the needs of families involved with Family Recovery Court (FRC). We have agreed to provide 10 HOP subsidies and will be tracking outcomes of families involved with FRC versus families who are not involved with FRC. We have 3 referrals as of early March. We have 21 active shoppers and 12 vouchers to utilize. Referrals continue to come in for FRC.

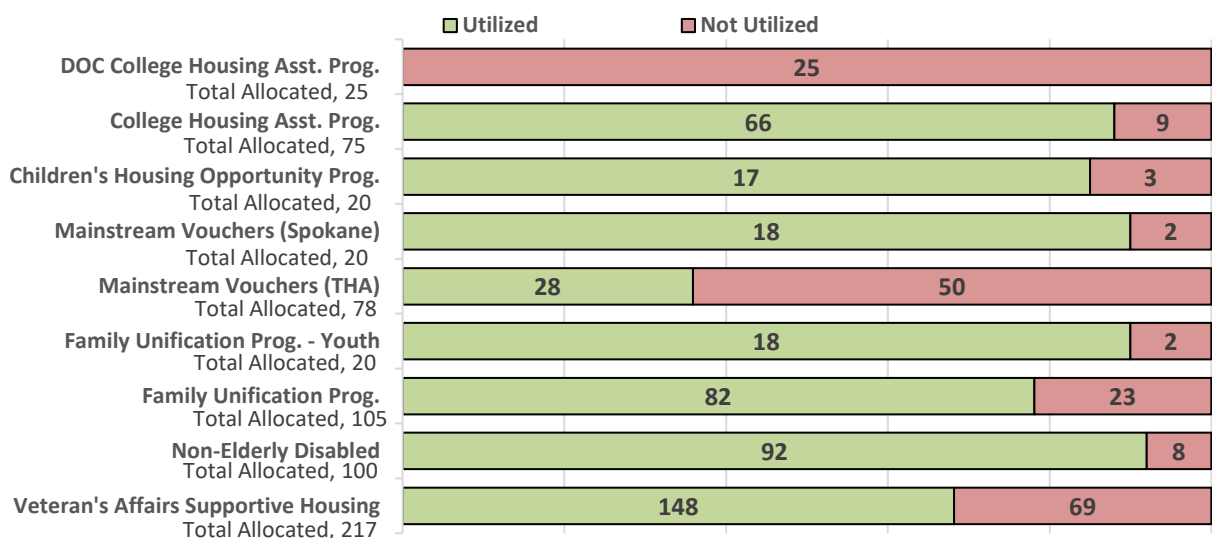
THA started to accept referrals for the awarded Mainstream NED vouchers in early June. Our efforts to utilize these vouchers were impacted by a lack of referrals from Pierce County. Over the past several months we've worked with Pierce County to increase and improve the referral process. Our special programs team has worked hard to process referrals for this program which is evident by the 42 active shoppers and 28 housed households. We've seen an increase in the number of families housed since last month.

THA continues to work closely with the VA to ensure collaboration remains strong and referrals are being submitted. The VA is partnering with Supportive Services for Veteran Families (SSVF) to identify veterans and get the referral process started. SSVF will assist the veteran with paperwork, unit search and some funding for fees and deposits. The VA has hired staff to fill vacancies but there are still positions to fill. Referrals are still not adequate but are picking up compared to previous months. THA has received 7 referrals since January 2021. We have 42 tenant based VASH vouchers available. This does not include the 50 new vouchers we were awarded with an effective date of April 1, 2021.

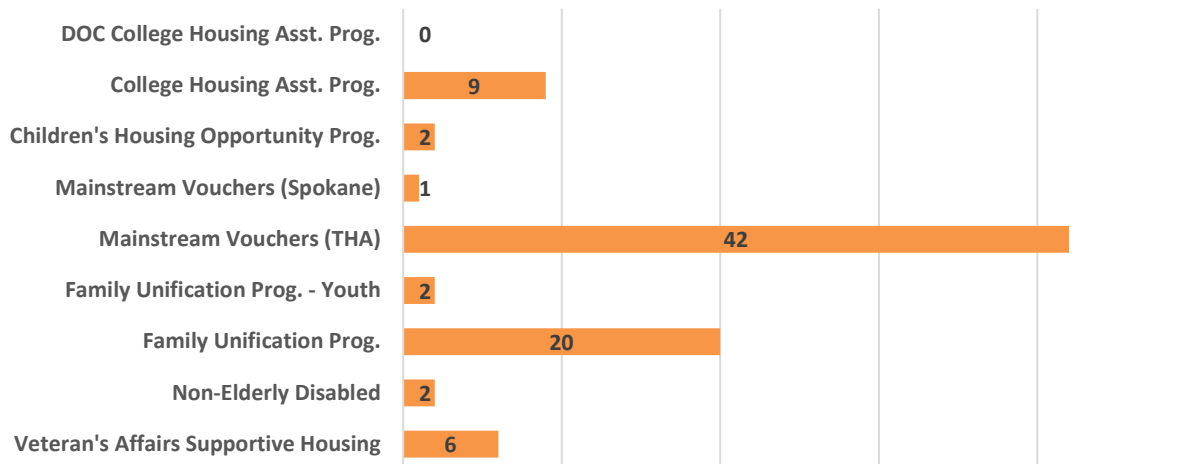
THA made an introduction to the VA regarding a new property being built in 2022 for VASH vouchers. These would be moved from our VASH allocation to a Project Based VASH voucher. This discussion is in its preliminary stages, but it could utilize as many as 40 VASH vouchers.

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.

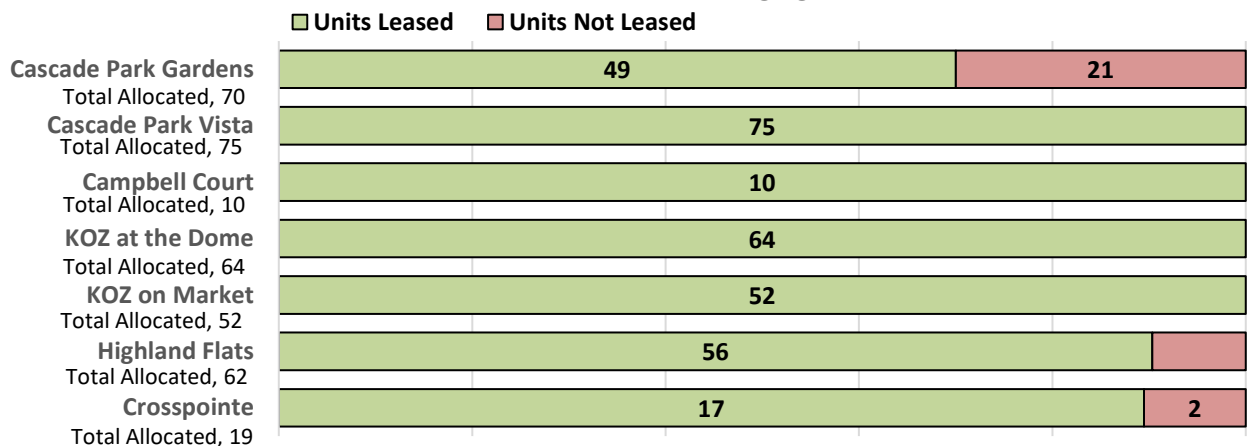
Special Program Utilization as of March 2021



Special Program Shoppers as of March 2021



Property Based Subsidy Utilization as of Q4 Report: December 2020



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

We are preparing for the next audit for Highland Flats and Crosspointe. We have met with the owners and have explained our concerns. They have also been reminded that another audit requiring substantial take back of HAP funds puts the partnership in jeopardy. They have assured us that the management company understands this and have reviewed the files and feel they are in compliance. The partners have requested an additional training and Q and A to clarify some of their concerns. We have agreed to this meeting which will occur in April 2021.

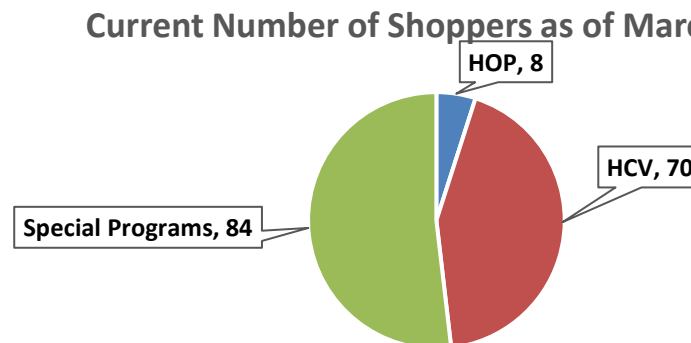
Cascade Park Gardens and Vista are assisted living communities serving Medicaid-qualified senior and disabled residents. These properties have been hit extremely hard by the pandemic. The properties had no occupancy rate concerns prior to the pandemic. THA will continue to monitor the situation at these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

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

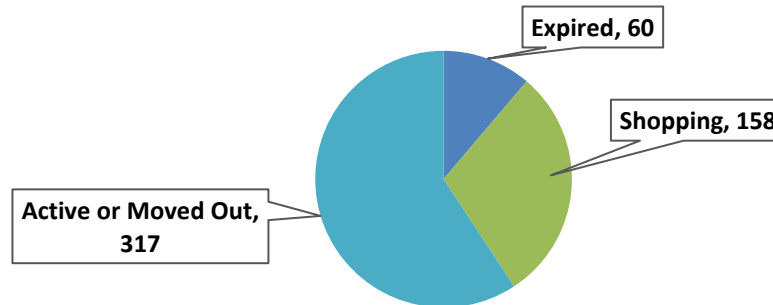
The chart provided below shows a breakdown of the number of current shoppers by program. A shopper is a client who has a voucher and is looking for a unit. Clients may or may not be housed during this process. The shoppers in the chart below include clients new to the program from the waiting list and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

As of March 2021, there are 161 total clients shopping. These numbers will continue to increase with the addition of new VASH vouchers. We surmise that the pandemic and eviction moratorium are reasons why families are presently less likely to move. Over the past 6 months, the majority of those housed were able to find a unit in under 50 days. Our special program participants have bigger barriers, and it typically takes them longer to secure housing. Successful Mainstream & Family Unification Program (FUP) participants are more likely to spend 50 or more days searching for housing.

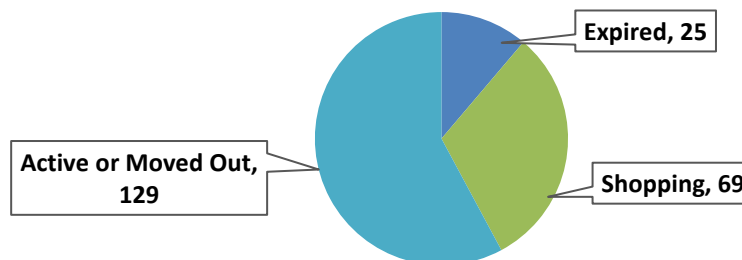


Over the past year (March 2020 - February 2021), 535 tenant-based vouchers were issued and 223 of those were to new participants. Excluding current shoppers, the turnback rate for all vouchers issued is 16% and 16% for new admissions. The percentage of those housed (“active” vouchers in the charts below) is 59% for all vouchers and 58% for new admissions. The voucher turnback numbers are not a fair proxy for a typical voucher holder’s success in today’s market. Over the past year most new admission vouchers have been issued to special program participants. Many of these participants have supportive services and/or access to resources to help them with their housing search.

Voucher Status for All Vouchers Issued In the Past Year: 535



Voucher Status for New Admission Vouchers Issued In the Past Year: 223



3.6 Leasing & Waitlist Management

There are about 1,700 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. 10 over housed households on the transfer list are pre-approved to move to the Rise. As households start to move in, we anticipate that Leasing will be busy working to help backfill units in the portfolio.

This Spring, the Leasing team is starting a project to improve communications with its customers. Most of the households on our waitlist have an email address and until we have a portal, Leasing is developing plans to communicate with households quarterly to ensure they report timely changes and to identify households that may meet set-aside requirements. This work requires a partnership with the OpenDoor team to ensure that the communication is automatically documented in the system. The goal of this work is to improve customer service and to reduce the amount of time it takes to find suitable applicants to fill units.

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 (we are still waiting for HUD approval). 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.

This past month the team focused on owner self-certifications and emailed and mailed letters to over 400 property owners to facilitate the completion of owner self-certifications via DocuSign. We anticipate that this will be a priority through May. The leadership team is engaging in advocacy locally and nationally to request HUD to "waive" past due inspections for all PHAs.

3.8 Late Rent

Many families throughout Pierce County are behind on their rent and utilities due to the impacts of the pandemic. This month Pierce County and the City of Tacoma will deploy a late rent program to help tenants and property owners pay past due rent and utilities. This is "round 2" of the rental assistance program THA helped to administer at the end of 2020. This time around the County has improved and streamlined the process. THA will not administer the program but will market its availability early and often to clients, tenants, and housing provider partners. THA's late rent workgroup is engaged in developing a robust communications strategy. THA will be able to apply to receive funds as a property owner. Property Management and Finance will partner with the Late Rent Workgroup to facilitate THA's process for recouping tenant arrears through this program.

3.9 Landlord Engagement

We continue to receive valuable feedback from property owners about our communication efforts during the pandemic. Property owners 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 property owners who were grateful that THA administered a late rent program to assist with delinquencies. THA will continue promoting COVID rental assistance to our housing providers, especially the newly available rent and utility assistance.

We are also working on a pilot program for housing navigation assistance for our Mainstream vouchers and our CHAP program. We will be issuing an RFP (Request for Proposal) for a partner for this program. Rental Assistance has budgeted for a housing navigation position but has found there are companies that have been quite successful providing this service. We will begin with these two special programs to see if they are helpful with securing housing for these clients with barriers to leasing a unit.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: March 24, 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

February was busy and exciting in property management with the lease ups of Arlington and the Rise speeding toward completion, on-site COVID testing and the celebration of Black History month throughout the portfolio.

Arlington Lease Up

The YMCA and Property Management (PM) continue their screening and certification efforts as the move to lease their last 3 remaining units. Staff welcome young adults and families to the property as they orient them to the services and resources of their new home. Staff will more than surpass the final lease-up date of May 1st by at least a month.

Rise Lease Up

The Rise is beyond 50% leased at this point. Staff there are working with transfers from family sites to right-size the portfolio. The Transfer Team and Rise staff coordinate with households to make a seamless move possible.

Other leasing efforts at the Rise include work with the Veteran's Administration to meet the set asides outlined prior to lease up.

We anticipate leasing to continue to run smoothly and project the final lease-up date of May 1st. As we move into Phase III with COVID, we hope there will be an opportunity for an on-site, in-person ribbon cutting the celebrate the success of bringing the Rise online.

On-Site COVID Testing

Salishan was and is a COVID test site, from July 2020 to December 2020, 84,000 tests were administered, that is the highest for any test site in Pierce County. With the high turnout, Salishan Property Management in conjunction with the Association is working with the Tacoma Pierce County Health Department (TPCHD) to provide a drive through vaccine site.

On February 12th, 100 vaccinations were given to the seniors in Salishan Gardens and International Place and another 100 vaccinations are scheduled for March 12th. February 25th, the Community Health Care (CHC) had a vaccine clinic but did not state the total number of vaccines provided.

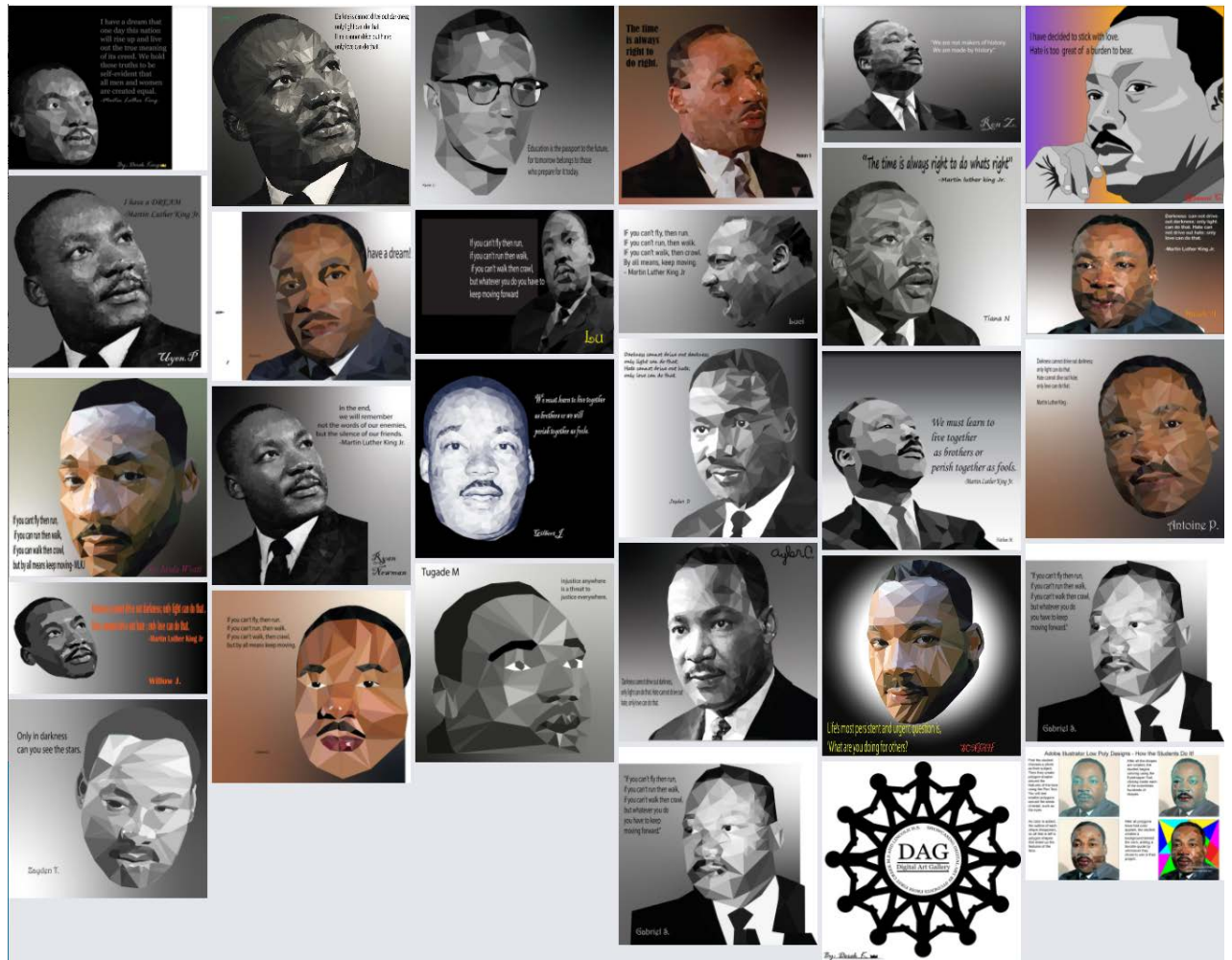
Black History Month Celebration

Beginning November 2018, the Salishan Association founded the Salishan Digital Art Gallery showcasing the work of our First Creak Middle School digital arts students and Lincoln High School photography students.

Glass frames were purchased by the then Heritage Bank branch in the Family Investment Center (FIC), and a partnership with Tacoma Housing Authority allowed the gallery to be installed in the Family Investment Center hallway. New pictures were rotated in each term, often with highlighting a special theme or focus.

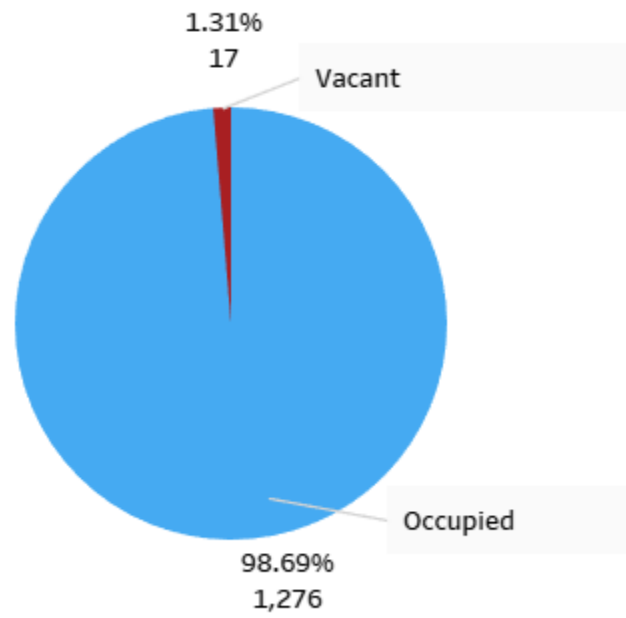
During the pandemic, the FIC is no longer accessible to view these works of art, so you are invited to view and enjoy this virtual gallery of our talented and inspirational local students below.

March 2021 - Board of Commissioners Meeting
PROPERTY MANAGEMENT DEPARTMENT MONTHLY REPORT
Page 3



3. OCCUPANCY OVERVIEW

3.1 Occupancy



For the Month of February

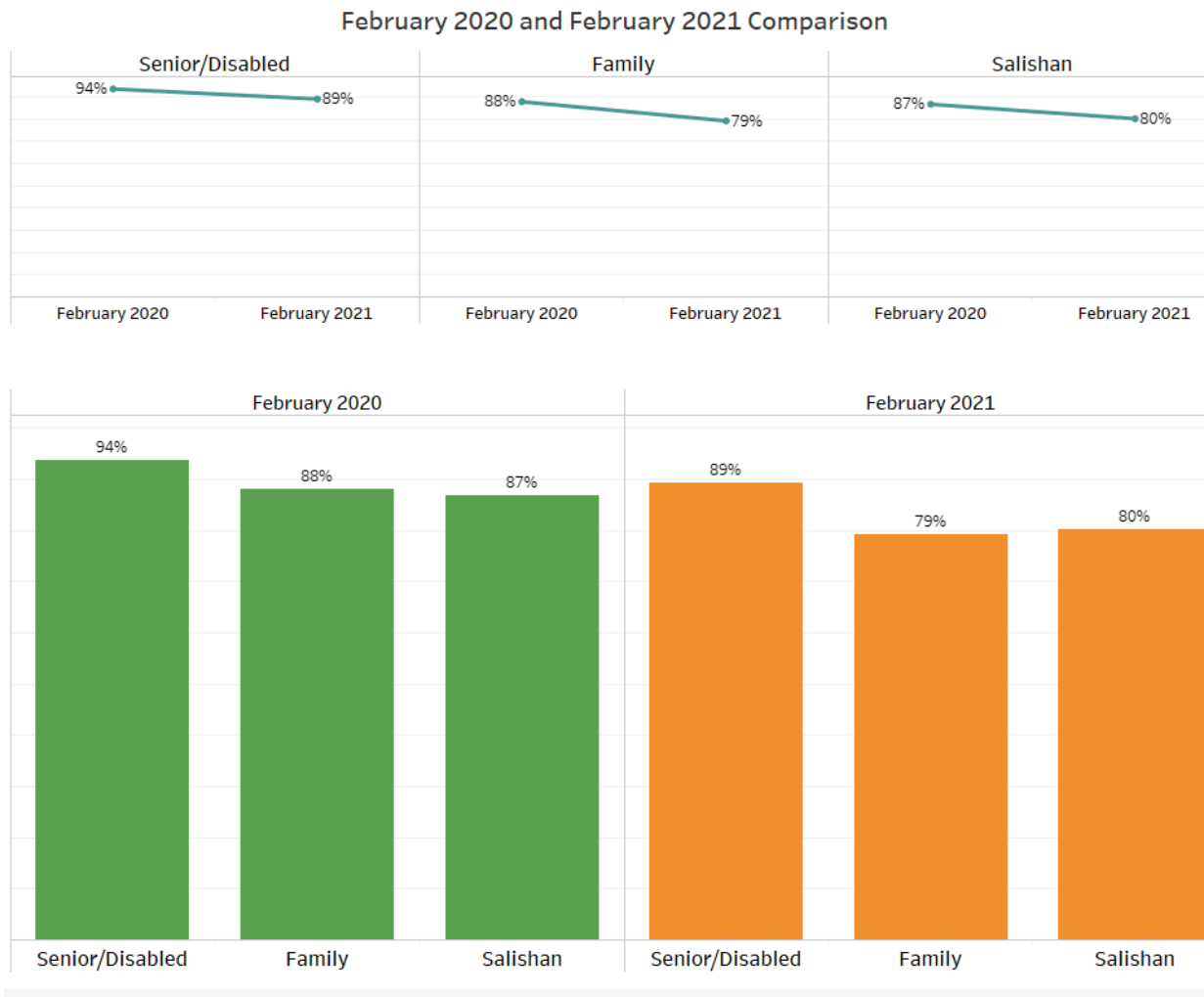
Unit Occupancy is reported as of the first day of the month. The chart above reflects THA's portfolio for the month of **February** with an occupancy percentage of 98%.

The portfolio has maintained a consistent minimum occupancy rate of 98% for over 19 months. This is especially notable during the periods of Stay Home and Stage 1 for THA.

Other PHAs are reported to be struggling in this area, some with occupancy in the mid to high 70s.

These numbers reflect the dedication by the PM staff to their work and to our mission to house our clients, even under extreme circumstances.

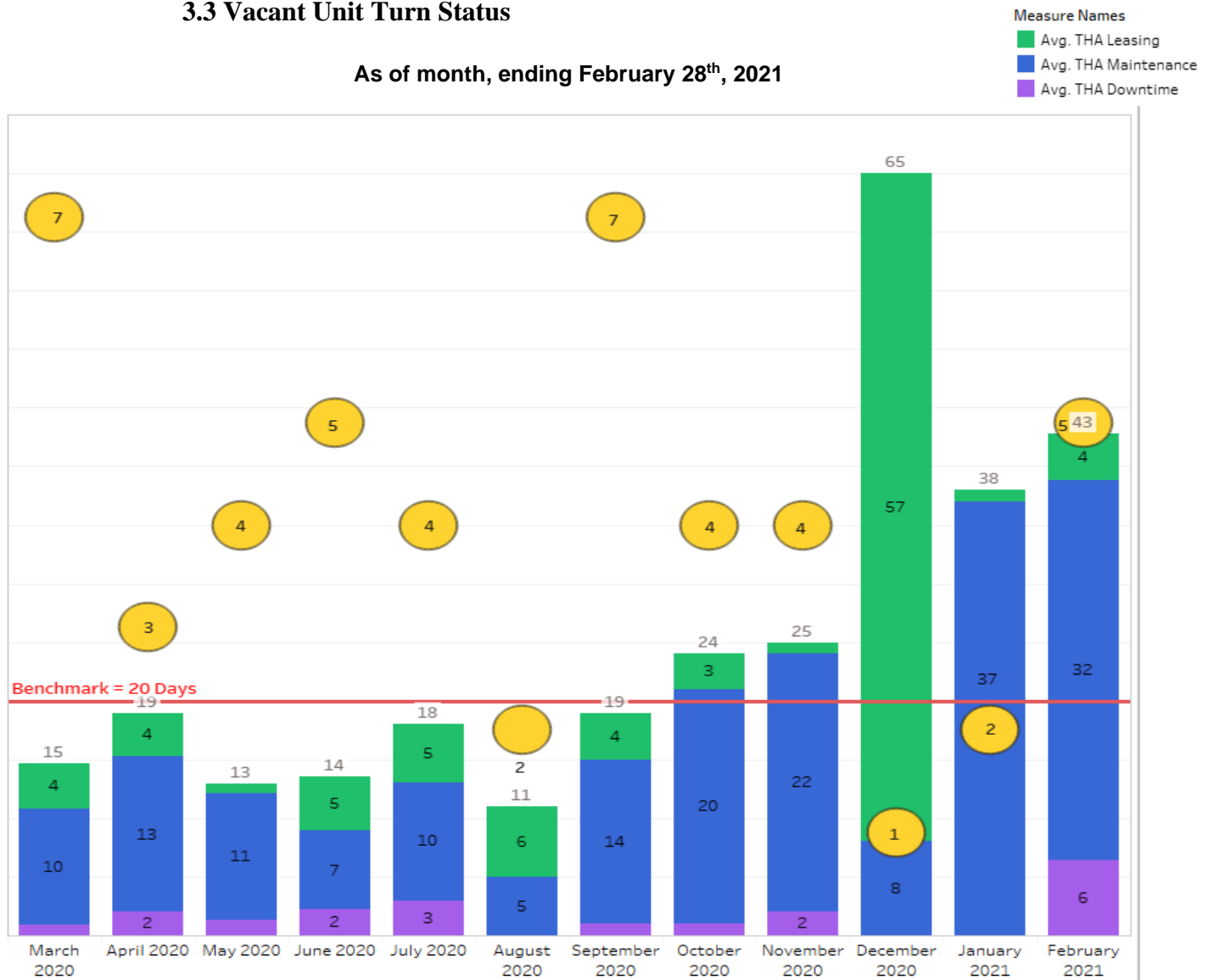
3.2 Tenant Rent Payments



The Tenant Rent Payments chart compares February 2020 and February 2021 rent payment averages through the last day of each reporting month by property and group. If a unit is vacated and occupied by a new tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant) payments.

3.3 Vacant Unit Turn Status

As of month, ending February 28th, 2021

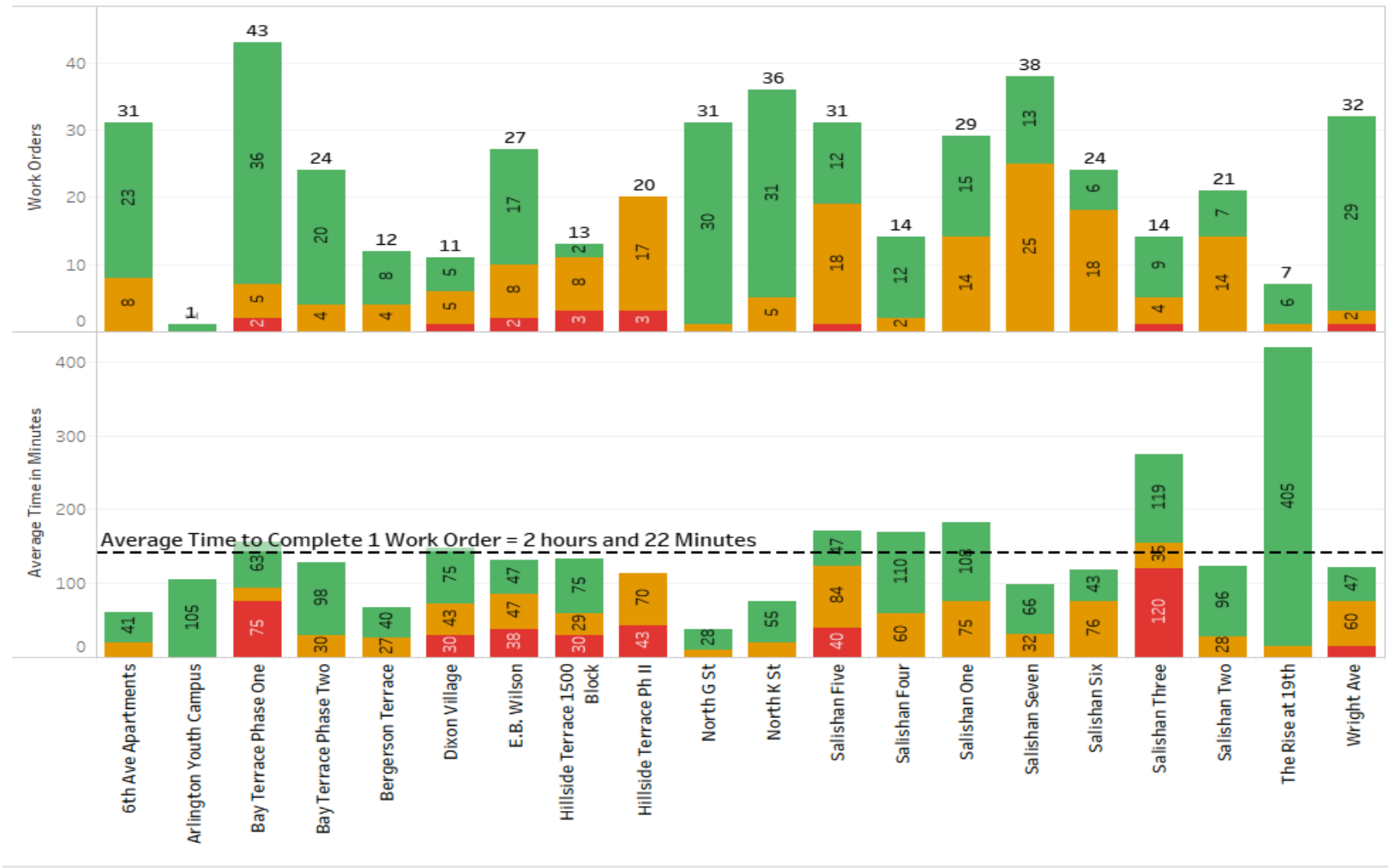


This data reflects the continued collective efforts of the Turn and Leasing teams to maintain the total turn target of 20 days or less. The turn average for the maintenance portion of unit turns process for February exceeded the goal of 17 days with an average of 32 days. This was primarily due to COVID restrictions for building occupancy during this and the previous month, which prohibited daily access to unit work. Leasing this month averaged 6 days which shows a slight increase from the previous month.

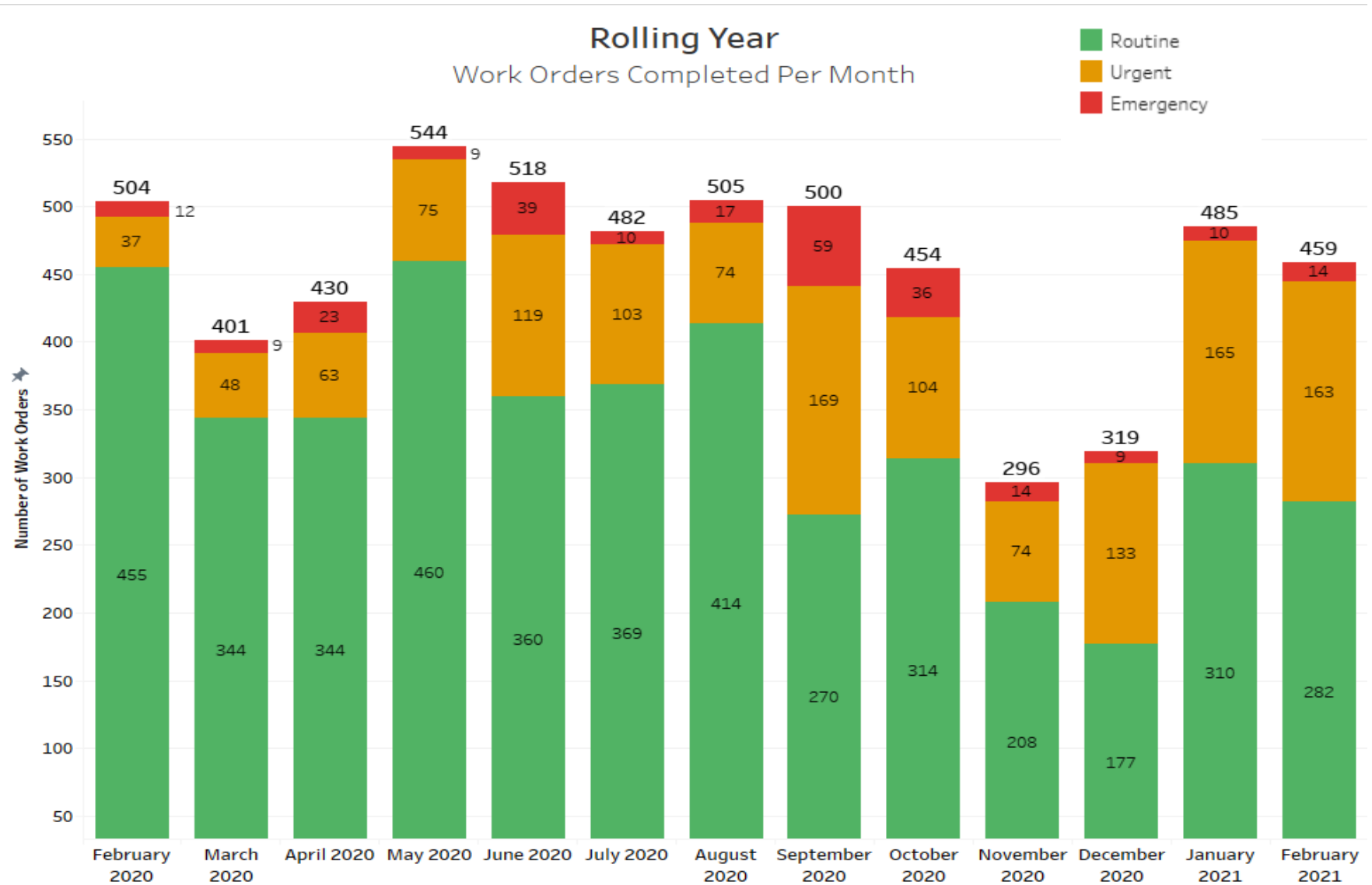
Despite the challenges of closed offices, teleworking and social distancing, the teams worked hard to quickly house families as soon as possible. Property Management managed a unit turn average of 24 days over the 12-month fiscal year to date period.

3.4 Work Orders

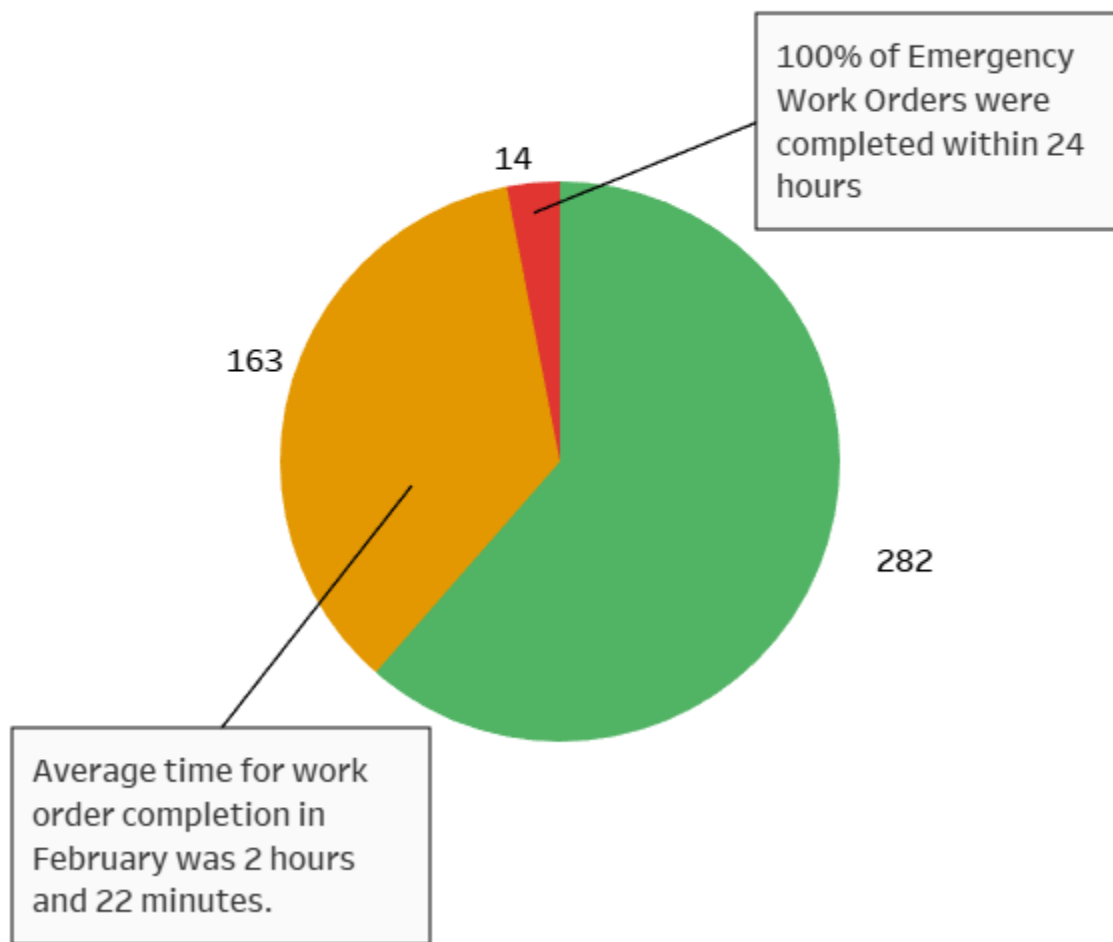
Routine
Urgent
Emergency



3.5 Total Work Orders



Total Work Orders February 2021



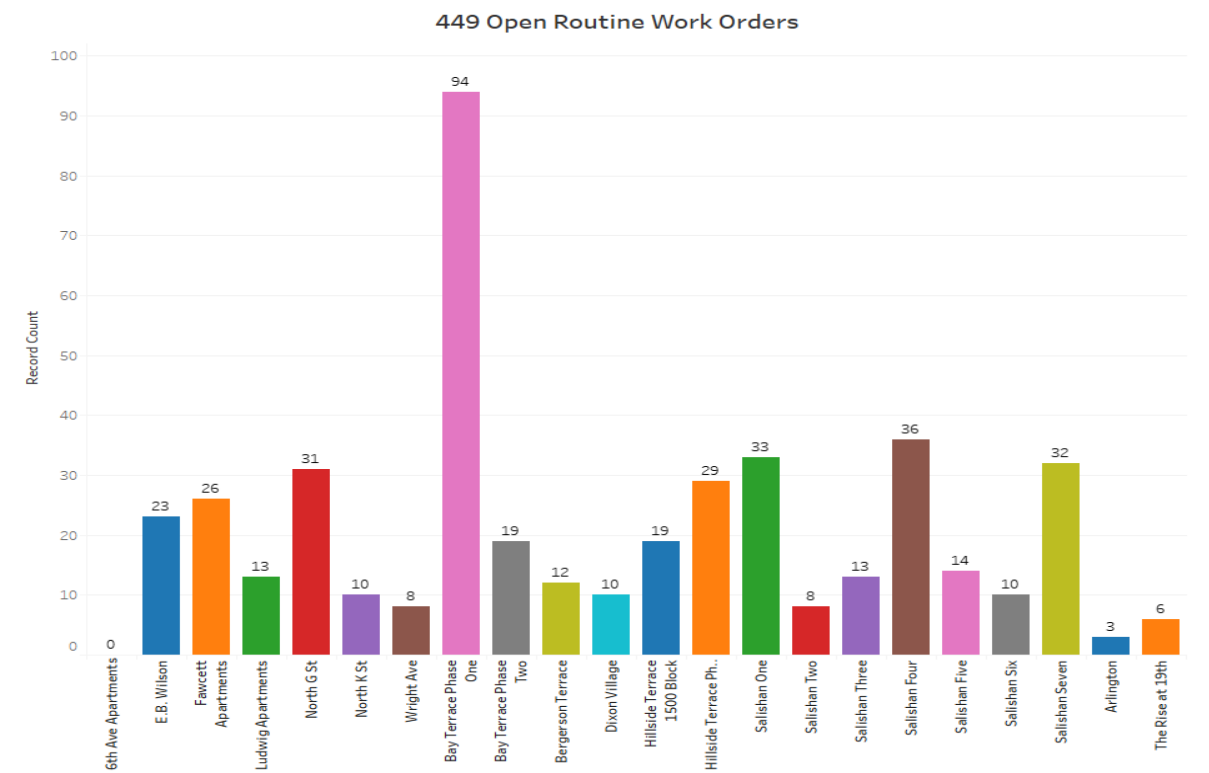
In the month of February, 100% of the 14 emergency work orders were completed within 24 hours and 163 urgent work orders completed within 72 hours. The average work order completion time across the portfolio decreased slightly this month from 2 hours and 32 minutes to 2 hours and 22 minutes.

We experienced a slight decrease in the number of emergency work orders this month. PM continues to hold all routine work orders, except for units needing emergent and urgent work. We are working on a plan for addressing routine work orders, which is contingent on COVID status.

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

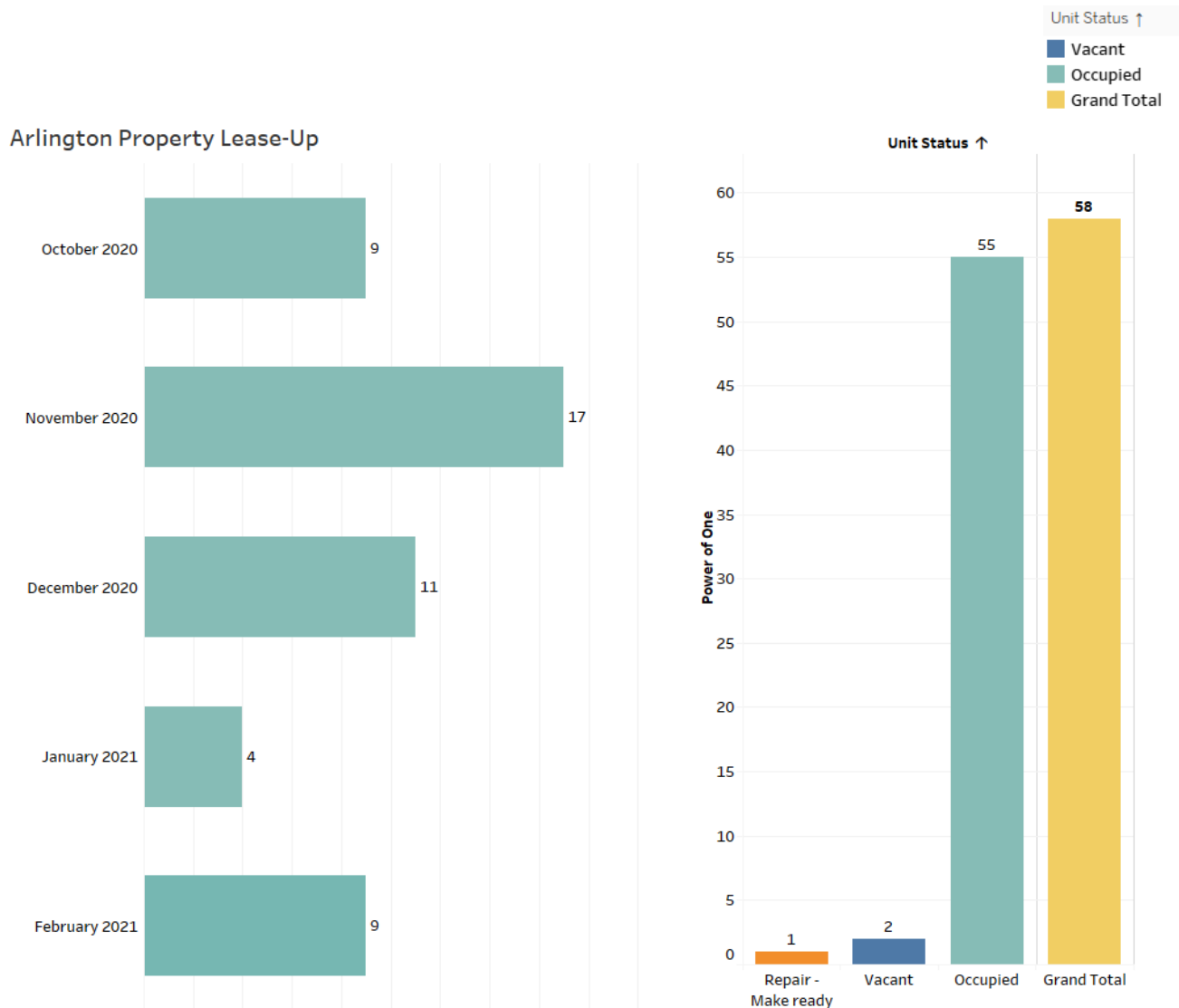
- Prioritize emergency and urgent work orders during the Coronavirus pandemic until the State's Safe Start Plan and THA's Re-opening Stages permit us to continue with other unit routine work orders. Maintenance will assess all routine work order requests to confirm or re-determine priority status;
- 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 a total of 449 outstanding routine work orders within our 22 properties. Some aged open work orders may rise to an urgent level which would explain a decrease or fluctuation from month to month.

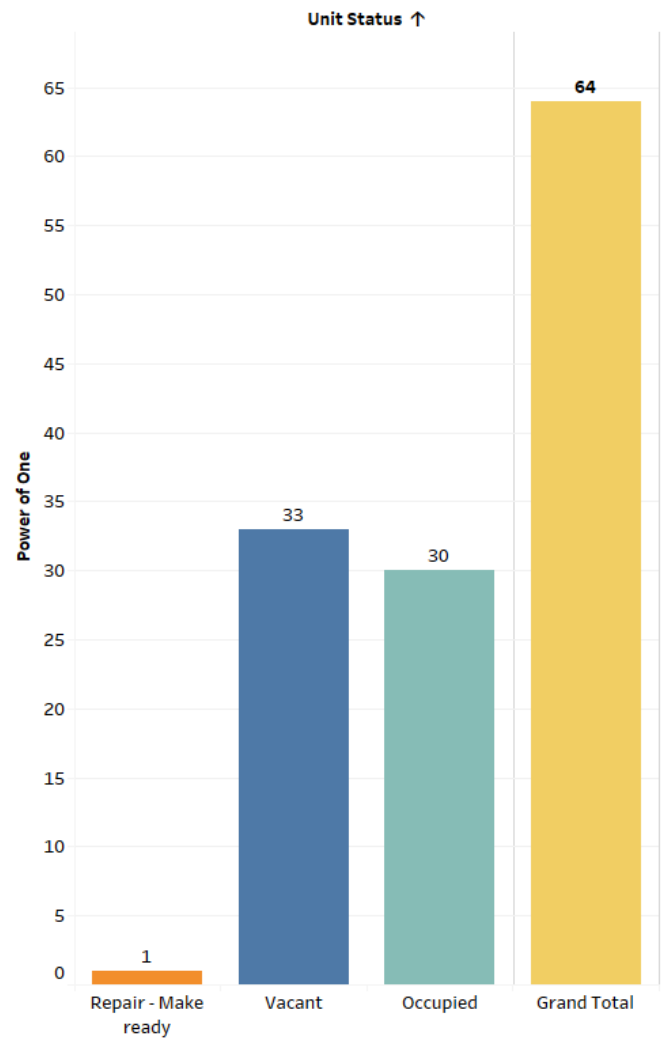
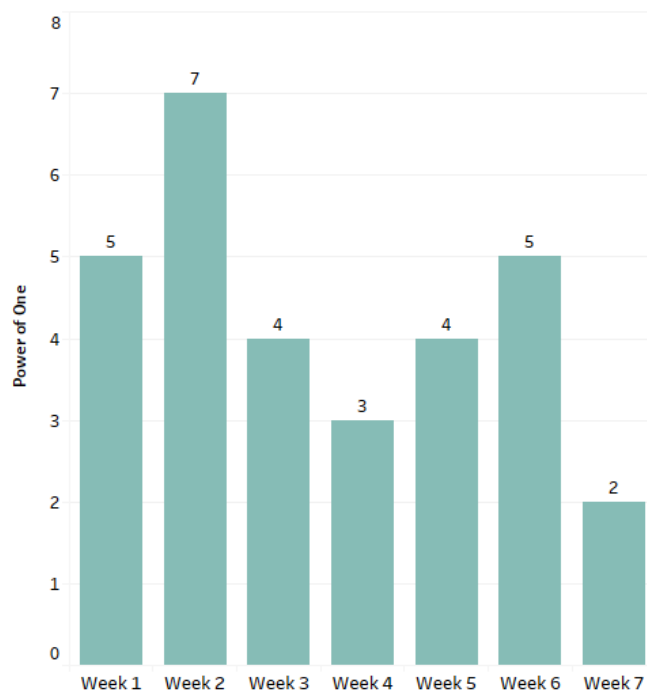


4. Arlington Drive and The Rise at 19th Lease-Up

Arlington Drive Youth Campus and The Rise at 19th Lease-ups are both underway. As of February 28, 2021, the PM Leasing team housed a total of 55 families at Arlington and 30 at The Rise. Arlington and the Rise have lease-up dates of May 1st and April 1st, respectively.



The Rise at 19th Lease-Up



Salishan Special Events

On February 20th Salishan hosted their 1st Pet Resource Pop-up event. This event is slated to continue the third Saturday of each month, from 2-4 pm in the FIC/CHC parking lot – designed to reach the Salishan community, but will be open to everyone.

More than 50 families received food and supplies for 69 dogs and 44 cats. As the word continues spread, we expect those numbers will continue to grow.



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: March 24, 2021
TO: THA Board of Commissioners
FROM: Kathy McCormick
Director of Real Estate Development
RE: Real Estate Development Department Monthly 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. There are no immediate plans at this time.

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.

The Rise was developed below the construction budget. This will allow THA to increase its developer fee for this project.

Construction

Marpac mobilized beginning July 1, 2019. Overall, the project is 100% complete. At substantial completion, staff received a temporary Certificate of Occupancy on December 24, 2020.

Leasing

Leasing is continuing with approximately 32 residents occupying the property. Leasing staff is reporting the following leasing details. Staff targets 100% of the units leased by April 1, 2021.

Lease Up Progress Table

Waitlist Group	Pre-approved	Moved In
Consolidated Waitlist	6	13
Reasonable Accommodation	2	4
Over/Under housed	2	5
VA - Homeless	1	10
Total	11	32

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 has been 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 options.

Shoebox NW (Jimmy John's) has stated they will cease to attempt sub leasing the property since vacating it prior to COVID closures. They will also cease to pay rent. This is a lease violation, and the tenant is still responsible for rent. Legal action is being initiated.

3.1.4. Predevelopment

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

A formal decision from Tacoma Community College (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 and market rate 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 for 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 buildings. 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 Partners 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 or nearby location.

3.3. Arlington Drive Youth Campus

3.3.1. Crisis Residential Center

The Crisis Residential Center is complete. Community Youth Services (CYS) took over the building mid-June. 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 RED staff oversight. 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

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.

3.4.1. Intergenerational Community

Staff is partnering with Bridge Meadows of Portland, OR to conduct a Feasibility Study to evaluate the development of two independent housing developments at the Hillsdale Heights property. The study focuses on THA developing on approximately half of the 7-acre parcel to produce 60 - 70 family orientated affordable housing units. The study will also focus on the sale of the remaining half of the parcel to Bridge Meadows for their proposed development of an Intergenerational Community serving families with foster children and seniors.

The feasibility study will produce a conceptual site plan for both developments with input from the City and community stakeholders, boundary line delineation to establish the limits of the parcel sale to Bridge Meadows, a Rough Order of Magnitude (ROM) construction cost estimate and budget for both developments. More details will follow later in the year.

4. DEVELOPMENT PIPELINE PROJECTS

4.1. Hilltop Lofts and THA Owned Properties' Master Development Plan

There were two layers of community engagement for this project. THA hosted four (4) homework groups and three (3) design labs. The homework groups reviewed the findings

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

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

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

Staff is negotiating with Horizon Housing Alliance for the groundland lease and special limited partner role. We are working toward a late March 2021 closing. A resolution will be brought to the board.

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 and Community Mobilization

The City of Tacoma Mobilization activities are underway with the final design of the construction banners for the various development sites in the Hilltop. These will be placed along the MLK corridor at THA and other development sites throughout

the year. Developer partners that will participate in the construction banner display include Mercy Housing, Koz, and Horizon Housing. The designs were done by local Hilltop artist, Sean Alexander, and consist of 6 designs around a “Hilltop Is” theme that bring awareness to the vibrant culture that exists in the neighborhood. These banners will go up on sites in March.

Planning for the next Hilltop Business Crawl is also underway. The next event will be in the of April and will combine successes of the previous events to continue to support Hilltop businesses and Tacoma vendors. We will be working closely with partners, businesses, and local health professionals to make the event safe and engaging for all participants.

4.2. Hilltop Eco District

Staff worked 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. The Leadership Team currently has 14 participants.

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.

Discussions are continuing with TPS and others about options for Gault. These include a role THA may play if the school is demolished and the park across the street is taken out of

consideration for development. TPS is verifying if Gault has any historical significance before deciding its next steps.

5. Renew Tacoma Housing LLLP

The investor agreed to release a portion of the funds once the NFA letter was 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. We received K Street's NFA letter from the Department of Ecology (DOE) and the request for release of fund was approved and funded. Wright Street's Environmental Restrictive Covenant has been filed of record. Once DOE gets the original recorded copy back from the county recorder's office, they will issue the No Further Action Letter for Wright Street and then the balance of the funds will be requested.

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 to 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. The City has approved plans, building permits are ready and bidding activities are underway. Construction is estimated at 12 weeks and expected to begin in May.