



Tacoma Housing Authority

2021

Annual Report





Who We Serve

10,656

People housed by
Tacoma Housing Authority

1,284

Households live
at our properties

39%

of our housing population
are children and youth

\$34.2

Million dollars spent on
Housing Vouchers

4,207

Households get help
through our rental
assistance programs

60%

of households served are
extremely low-income,
earning less than \$26,000 a
year for a family of four

718

Households housed by
partners using our
property-based subsidies or
our project-based vouchers

Note From Our Executive Director

Tacoma Housing Authority's main job is to house people in need. THA does this in several ways. It builds, buys, and rebuilds housing that it then rents. It is Tacoma's largest residential landlord. It helps to finance and develop housing for nonprofit organizations that share our mission. It helps households pay rent on housing they lease from private landlords. This work is important, and challenging. Yet, it is not the harder part of THA's job. The world knows how to design housing, finance it, build it and manage it. The world knows how to run rental assistance programs.

The world does not know quite as much about the next part of THA's job. This next part seeks to spend a housing dollar, not only to house people, but also to get two other things done.

First, THA seeks to help people succeed, not just as tenants, but also, as our vision statement contemplates, as "parents, students, wage earners and builders of assets". We want this success certainly for adults. We want it emphatically for children and young people because we do not wish them to need our housing when they grow up. This explains our large investment in our partnerships with public schools and colleges to house homeless students.

Second, we seek to help our communities succeed, and to help them do so equitably. We invest to make neighborhoods attractive places for all to "live, work, attend school, shop and play" and to help our communities be "safe, vibrant, prosperous, attractive and just". The world does not know quite as much about how to do that. THA and its many partners try to find it out. When we succeed, it is a very good use of a housing dollar.

Doing this work, understood this way, THA and its partners must face longstanding questions about poverty, the effect of place on a family's prospects to escape it, and how a housing dollar can help. This work entangles us in issues of economic justice, racial justice, individual responsibility, community development and how

housing fits. We and our partners see these questions up close. That makes this work challenging. Sometimes we see the answers. That makes this work meaningful.

Tacoma Housing Authority is a board of five volunteer Commissioners and about 130 staff. These include real estate development experts, property managers, maintenance specialists, rental assistance staff, caseworkers, account specialists, clerks, asset and risk managers, compliance officers, IT wizards, data and policy analysts, program planners, and human resource managers. Perhaps most poignantly, they include receptionists who politely and respectfully welcome people in need seeking our help.

I invite you to learn about THA and its work. I hope this report helps you do that.

Michael Mirra

Executive Director, Tacoma Housing Authority

We want this success certainly for adults.
We want it emphatically for children and young people, because we do not wish them to need our housing when they grow up.

Our Work:





Real Estate Development - We develop housing & real estate.



Property Management - We own and manage affordable apartments & homes that we offer for rent. We are the largest residential landlord in the area.



Rental Assistance - We help people pay their rent for apartments or homes that they lease from private landlords. This is how we serve most of the people we help. We do this in partnership with hundreds of private landlords.



Supportive Services - We provide or arrange supportive services. We seek to help people succeed not just as tenants, but also as “parents, students, wage earners and builders of assets.”



Partnerships - We cannot do this work alone. We rely on our many partners.



Our Several Facets - We are a Moving to Work (MTW) public housing authority, one of only 39 in the country. Our MTW status helps us work creatively, efficiently and flexibly to account for the needs and markets of Tacoma. We have an affiliated nonprofit organization. We are also a public development authority. That helps too.

Vision:

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

Mission:

We provide high quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper and help our communities become safe, vibrant, prosperous, attractive and just.

Tacoma Housing Authority



A homeless encampment sits outside of our main office in the Hilltop Neighborhood. Over 60 tents fill People's Park.

Homelessness at Our Doorstep

In May 2017, the City of Tacoma declared a public health emergency due to Tacoma's homelessness crisis. Now, three years later, the emergency continues while Tacoma has one of the hottest and fastest rising housing markets in America.¹ The market may be booming, but it is failing large numbers of households. We judge that within 10 years the only notable amount of affordable housing in large portions of our community, and their only notable measure of racial and economic integration, will be what THA and its partners own, build, or buy in the next few years. In response, Tacoma Housing Authority is racing to buy, build, and repair as much housing as possible and remove it from the speculative rental market to assure its long term affordability.

The effects of this booming yet failing housing market knocked on our door during the Summer and Fall of 2019. A homeless encampment grew in the public park across the street from our main office. What began as a small cluster of tents quickly surged to 50-60 tents sheltering over 100 people. This was but one sign of a demand for affordable housing in Tacoma that has never been greater.

Tacoma Washington is the fastest house buying market in America.¹

Our Role

Our work focuses on the neediest. The average income of the households we serve would not pay the rent for a studio apartment in Tacoma. We are growing our housing programs. Construction is underway or recently completed for another 134 units of housing. This includes 70 units for homeless youth and young adults, and 28 units of permanent supportive housing for homeless and disabled adults. In addition, with its partners, we have nearly 1,000 more units planned over the next 5 years. Many of them will be dedicated for homeless households, including homeless students. And we are shopping to buy built housing and vacant land.



Email to THA

Oct. 3, 2020

Hello my name is [REDACTED]
I'm 46 single have a service chaweeny and am in died need of housing asap I have ssi and my payes office is share and care I'm homeless at the moment in hopes that you can help me find my futer home asap since I'm sleeping on a friend's floor .

Arlington Drive Campus

For Homeless Youth & Young Adults

The Need

Tacoma Housing Authority built the Arlington Drive Youth Campus to house homeless youth and young adults ages.

They will come to Arlington Drive from the streets. They will come from sex trafficking or trading sex for shelter. They will come from foster care or juvenile court. The police will bring them. They will come from families who turned them out. Or they will come having made the plausible judgment that the streets are safer than home. Arlington Drive will give them all a second chance: a second chance at a reasonable adolescence, a second chance at a reasonable adulthood, and a second chance at an education, an occupation and a life without fear.

Construction began in July 2019. The 12-bed Crisis Residential Center opened in June 2020. We completed the Arlington Apartments October 2020. The campus is close to the Eastside Community Center, public transportation, a health clinic, and schools.

The Arlington Drive campus will have the following elements:

Crisis Residential Center for Homeless 12-17-year-olds

This Crisis Residential Center (CRC) houses 12 homeless 12-17 year olds. Community Youth Services manages this home. They are one of

the nation's leading service providers for this hard work. They have a program model that has a 91% rate of success in discharging these youth to safe, permanent housing after an average 12 day stay. At that rate, this CRC will house and save 350 youth a year.

58-Unit Apartment Complex for Homeless 18-24 year-olds

Arlington Drive will have 58 apartments for homeless 18-24 year olds. We expect that about 30% of them will be parents of babies and toddlers. The YMCA of Greater Seattle provides the supportive services.

The Y is a nationally recognized leader in this work. These young adults will stay at Arlington until they are ready to live on their own. When they leave, they will take one of our housing vouchers with them to give them a good start.

Planning, Design & Development

In planning, designing, and choosing Arlington Drive's service providers, we consulted and enlisted a broad range of community views: city and county leaders, community organizations, nearby homeowners, social service providers, advocates, and formerly homeless young people.

We are pleased to report wide and deep community support in Tacoma for the campus and for the young peo-

ple it will serve. We are especially grateful to Tacoma's Eastside for its embrace.

Arlington Drive is an unusual undertaking for a public housing authority. Planning it taught us a lot about our role when housing young people who need services that THA does not provide, does not know how to provide, and does not wish to learn. The answer requires partnerships with first rate providers who do this hard work well – Community Youth Services and the Social Impact Center of the YMCA of Greater Seattle. That distilled and clarified our role. THA's role is to provide the land, to assemble the financing and take on the financial risk, and to provide the real estate development and construction management expertise to build it, the property management expertise to operate it, and the rental subsidy to give it an operating stream. Our job is also to provide what might be the most important contribution of all, because these young people have not yet learned to expect it from too many places – a warm welcome.

Learn More at:

TacomaHousing.net/Arlington





The Apartments



Early Construction inside the CRC



Outside the CRC

Construction Timeline

July 2019
Construction Started

Nov. 2019
Foundation Poured

Jan. 2020
Framing

June 2020
CRC Opens

Oct. 2020
Apartments Open



Arlington Youth Campus



Email to THA - August 20, 2020

Hello,

I'm 13 and I've had a CHINS petition for out-of-home placement, which is ending next week (after being granted 11 months ago.)

I've spent 4 months in a CRC shelter this year, and I'm trying to find another one that I can stay at instead of having to go back to my abusive mother's house.

I'm looking for any resources available for this kind of situation.

I saw that the Arlington Drive CRC was opened in June, and I was wondering if I would be able to check in.

Thank you

Coronavirus

Serving people in need during a global pandemic

Tacoma Housing Authority and our clients were not immune to the impact of Coronavirus. Like many of our partners and other housing providers throughout the nation, COVID-19 required us to be flexible and to move quickly. We had to learn how in a pandemic to manage a large, varied portfolio of properties filled with high risk persons, continue to pay the rent in increasing amounts for thousands of rental assistance clients many of whom were losing income, to provide them with supportive services, to manage large construction projects, and to do all this without endangering our clients, partners, or our staff. The pandemic felt like a large scale, high stakes experiment in improvisation.

Two main principles guided our pandemic response:

1. Keep our staff and clients safe.

In March we closed down our offices and lobbies, and canceled all events across our properties.

We also adapted to conducting meetings over the phone and online.

2. Keep our clients housed and our landlord partners supported

We were determined to keep our clients housed. We continued paying our share of the rent to landlords and created temporary policies to help people stay housed.

We were determined to keep our clients

housed. We continued paying our share of the rent to landlords, in increasing amounts. This also helped our landlord partners survive when many of their other tenants could not pay the rent.

To do this, we adjusted our policies to make the programs more flexible to respond to clients who lost income or who faced other hardships. We made it easier for them to request a rent adjustment. 441 clients sought such a hardship adjustment.

A few themes were evident among the hardships:

1. Loss of income from loss of employment or loss of working hours;
2. Paying for groceries was getting difficult since children were no longer attending school in person.
3. Electricity and water bills increased as families stayed home.
4. Purchasing cleaning supplies increased their living expenses.
5. Increased internet bills due to homeschooling and an increased cost in childcare.
6. Getting ill which kept them from work.

We also tried to let our tenants and clients know we were thinking of them and that they were not alone. In addition to masks, we delivered sidewalk chalk to all our tenants with an invitation to children to add color to the world. To the seniors we delivered bottles of bubbles.

Learn More:

TacomaHousing.net/Coronavirus



Email to THA August 1, 2020

Hello.

I would like to say that I am so pleased with how all of you that work and that run Tacoma Housing have kept everything running so smoothly. regardless of how much changed basically overnight. I think its important that you hear from me (someone that's on Housing) a person relies & depends on you holding everything together that you all are amazing & you are appreciated more than words can say.

I admire the dedication, the time * the Help you unselfishly provide for myself & so many others.

Thank you.



Email to THA
September 6, 2020

Dear Tacoma Housing Authority,
I am a client and Dana [redacted] is my gal there. She is a keeper for sure. I want to take this time to thank you from my heart for the wonderful safe white masks you sent to me in the mail. I just cried when I opened your envelope. Something so simple as a mask means so much to us elders in so many ways. . . I am so Blessed. You're all so kind and full of Compassion and I needed these so bad. Again thank you and as I smudge today I will keep the entire staff my, {ANGEL'S} Tacoma Housing Authority in deep prayer. God Bless each and everyone of you. Mask up and Stay Safe.

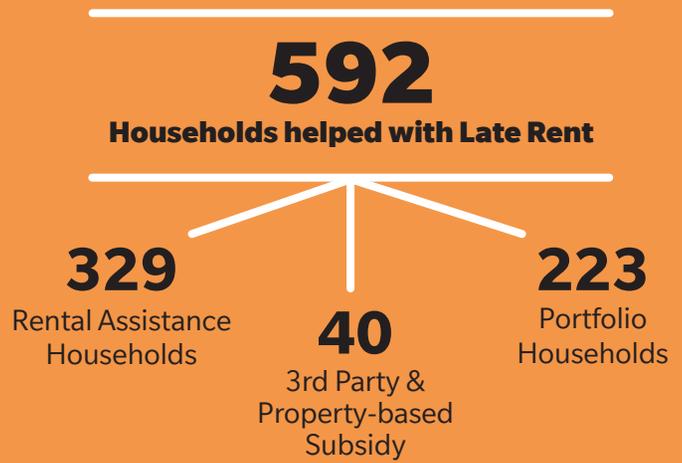
Much Respect and Appreciation,
[redacted]

COVID-19 Late Rent Help

We also helped with the community's response to the pandemic. We administered \$607,000 in CARES funding we received from Pierce County. With those funds, we assisted 592 households with their late rent.

Tacoma Housing Authority paid:

- \$181,793.27 of tenant debts within the portfolio.
- \$344,472.20 of voucher holder late rents.
- \$41,528.14 of third-party partner late rents.
- \$39,206.39 to administration



2019 Waitlist Opening

A Somber Reminder of the Need for Affordable Housing

We witnessed another sign of the housing shortage when we opened our waitlist in October 2019 for the first time in 5 years and received 4,883 applications.

During two weeks in October, Tacoma Housing Authority invited people to apply for the housing assistance waitlist. We invited only households with three or more people because our waitlist for smaller households is already long.

“These waitlist openings always somberly remind us of the unmet need in Tacoma and Pierce County for affordable, safe and stable housing.”

-Michael Mirra,
THA Executive Director

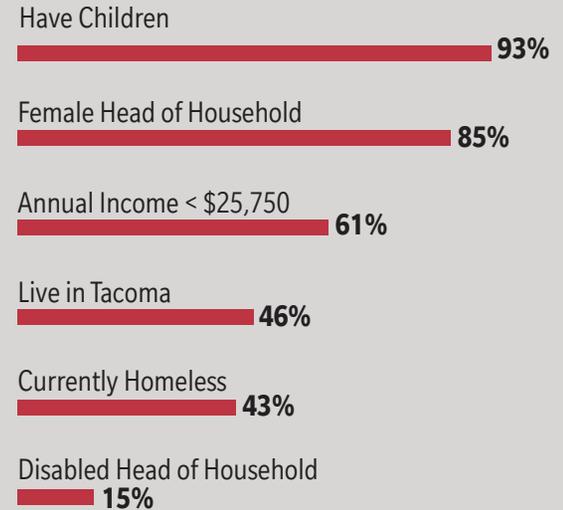
In that brief window of time, 4,883 applicants representing 18,979 people applied for our waitlist. They applied on-line, by phone or in person.

These applicants are parents who cannot afford rent on a full-time wage, and certainly not on disability income or public assistance. Their children struggle in school because their families must move often. These applicants are college students struggling to balance parenthood, work and homelessness. From these applicants we randomly chose 1,200 for the wait list. This is about the number of households we can serve within the next two years. They were the lucky ones.

View our waitlist data dashboard at: tacomahousing.net/waitlistdata

33%
of our waitlist applicants work full-time

Applicant Facts



Email to THA
June 29, 2020

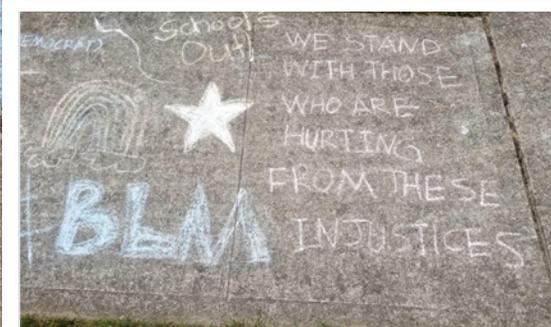
Hello My Name is [redacted] i am 20 years old and im contacting you today because my mom Recently just kicked me out onto the streets last month and really need help Trying to get on with housing or section 8 its getting harder everyday trying to find somewhere to lay my head and always worried about getting killed or robbed by someone i don't know. i just recently started my new job at Fred Myers in university Place and they are very big on hygiene and appearance and i'm really not trying to loose my job because i'm not up to dress code standards. Please and Information or assistance will help me.



Chalk Project

During the summer of 2020, Tacoma Housing Authority delivered chalk to every tenant with children along with a warm encouragement to color the sidewalks, walkways, alleys and parks with the chalk. Our hope was to add a pop of color and joy to our properties during a difficult pandemic.

We didn't want the fun to stop with the family properties, so we also distributed bubbles to every resident in our Senior/Disabled properties.



Partners & Investments

Tacoma Housing Authority relies on a wide array of partners to do the work.

Coordinated Entry

We help fund Pierce County's Coordinated Entry System and its provision of Rapid Rehousing. This system stabilizes homeless people and households with rental assistance and other supports. We are one of its largest funders. Our contract with Pierce County reserves our assistance to two groups: homeless families with children; homeless youth and young adults without families.

Family Unification Vouchers

In partnership with Washington State Department of Children, Youth and Family, we administer Family Unification Vouchers. This program provides housing vouchers when the caseworker judges housing is necessary and would work to prevent the need for a child's foster care placement, to shorten the need for care, or to help a teenager aging out of foster care who would otherwise begin his or her adulthood by experiencing homelessness.

Mainstream Vouchers

We administer HUD's Mainstream Housing Vouchers in partnership with Washington State Department of Social and Human Services. These vouchers are for non-elderly disabled households transitioning out of institutional settings, at serious risk of institutionalization, currently or previously experiencing homelessness, and clients in permanent supportive housing.

Pierce County - Continuum of Care

We work with Pierce County Human Services and permanent supportive housing providers to help persons that were formerly homeless and who no longer need, or want, the intensive services offered in permanent supportive housing and who wish to move to more suitable housing option. Our housing assistance helps them move to the private rental market. This frees up greatly needed resources in our community for homeless individuals who do need the intensive supportive services.

Sound Outreach

We partner with Sound Outreach to help our clients achieve their financial dreams. Together we hope our residents will reach financial security and prosperity.

Veteran's Vouchers

We administer HUD's Veterans Affairs Supportive Housing Vouchers for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs. These incredible partners are a small sample of the team effort it takes to care for people most in need.

Throughout this report you will see many more examples of how partnerships help get this important housing work done.

"Sound Outreach and Tacoma Housing Authority collaborate to pave the way to self-sufficiency for Pierce County families. Sound Outreach offers financial counseling and employment coaching while THA builds stability through housing. Together, we build a sustainable path forward."

-Bryan Flint,
Executive Director of Sound Outreach

Project-Based Vouchers or Property-Based Subsidies

We pay to house more than a thousand low-income household living in apartments reserved for them in developments owned by other organizations, both non-profit and for-profit developers and housing providers. We sign long term contracts with these owners. These contracts reserve the apartments for low-income households.

Sometimes the contract is dedicated to serving special populations, such as homeless college students, chronically homeless adults, persons needing permanent supportive housing, persons fleeing domestic violence, or veterans. We pay down the rents to levels affordable to those households.

These project-based or property-based subsidies are a very good use of a housing dollar. This use serves three purposes that we cannot achieve with a tenant based voucher:

First, it supports construction debt that helps to get housing built. In contrast, a tenant based voucher does not add a square inch of housing to the market.

Second, it matches THA's housing dollar with the specialized services that THA does not provide, but that our nonprofit partners do provide.

Third, it strengthens our nonprofit partners.

Our Project-Based Vouchers serve:

Low-Income Families

Hillside Gardens
8 units

Hotel Olympus
26 units

Pacific Courtyard
23 units

Rialto Apartments
52 units

Families Experiencing Homelessness

Flett Meadows
13 units

Guadalupe Vista
38 units

Tyler Square
35 units

Nativity House
50 units
Chronically Homeless
Adults with Disabilities

Low-Income Seniors

Eliza McCabe Townhomes
10 units

Harborview Manor
147 units

New Tacoma
8 units



Email to THA
Nov. 20, 2020

hello,

not sure if you will be able to help me, but im reaching out to every resource i come across, im homeless living in my car with my daughter (born 10/14/2020) and my boyfriend (my daughters father) and was wondering if youd be able to help in anyway, my boyfriend works part time making 200\$ a week and i get 229\$ a week from unemployment but that ends next week. anything helps thank you for your time,

sincerely,

Koz at the Dome

64 Units in the Heart of Downtown Tacoma for Homeless or Near-Homeless College Students



Our continued partnership with Koz Development expanded with the addition of 64 more units at their brand new Koz at the Dome.

These apartments are a short distance from the UW Tacoma campus and an easy transit ride from Tacoma Community College.

They offer studios, one-bedroom and two-bedroom homes available for students, including those with children. The homes come partially furnished. The rent, which Tacoma Housing Authority subsidizes, includes utilities and high-speed internet. 64 of the 152 apartments at Kōz at the Dome are reserved for extremely low or low-income homeless or near homeless college students.

This property will also house homeless unaccompanied Tacoma Public School (TPS) seniors 18 or older who are also enrolled at TCC or UW Tacoma. Koz at the Dome offers these youth a roof over their head and a chance to continue their education.

Koz at the Dome is another expansion of Tacoma Housing Authority's College Housing Assistance Program (CHAP). Read more about CHAP on page 25.

“Kōz is proud to once again participate in this THA program. The feedback received from the students living in our Koz on Market Street project is overwhelming. These individuals are so incredibly grateful to have a safe, comfortable place to live which allows them to focus on their education,”

-Cathy Reines, Kōz President & CEO



Additional Affordable Housing for Senior & Disabled Tacoma Residents

Our partnership with Cascade Park Communities ensures that 145 units of affordable assisted living services continue to be available for those in need.

We partner with Cascade Park Communities and its 145 beds of nursing home and memory care services. Cascade Park operates the county’s last remaining facility of this kind that accepts Medicaid residents. THA’s partnership assures this service will continue.

This partnership has four main features:

1. Tacoma Housing Authority subsidizes two properties:

Cascade Park Vista

- North Tacoma
- Total of 75 subsidized units

Cascade Park Gardens

- South Tacoma
- Total of 70 subsidized units
- For households in need of dementia care or behavioral health services who qualify for Medicaid

2. These facilities commit to remaining in the medicaid program.

"This partnership will ensure that quality assisted living services remain viable and accessible to the people that need them most."

-Chad Solvie, Executive Director of Cascade Park Communities

3. Tacoma Housing Authority clients who need the services will have priority to live at Cascade Park Vista and Gardens.

4. Cascade Park Communities will offer their award-winning adult day services, Active Day, to Tacoma Housing Authority clients. These engaging activities and social programs help meet the functional and cognitive needs for senior and disabled clients and assist them in maintaining their independence.

2,442

Section 8

Traditional housing assistance to rent from a private landlord, household pays up to 30% of their income

535

Housing Opportunity Program

Flat subsidy - 50% of payment standard to rent from private landlord. Work-able households have a 5 year time limit

Veterans Affairs Supportive Housing

Homeless or at risk of homelessness veterans

187

Our Rental Assistance Programs

Non-Elderly Disabled

Non-elderly households with disabilities leaving institutions like nursing homes and mental health and behavioral health treatment facilities

100

College Housing Assistance Program

Formerly homeless or at risk of homelessness Tacoma Community College Students
25 vouchers reserved for people exiting corrections

100



Mainstream

Non-elderly people with disabilities at risk of homelessness

80

Family Unification Program

Families at risk of homelessness reuniting with their children

40

Children's Housing Opportunity Program

Families at risk of homelessness reuniting with their children, time-limited

25

Family Unification Program - Youth

Foster youth aging out at risk of homelessness

10



"Mom gave endlessly to this community but in turn she gained strength from it. She said, 'When you heal others, you will be healed. Keep on working and never go back to waiting.' We thank you for honoring her legacy."

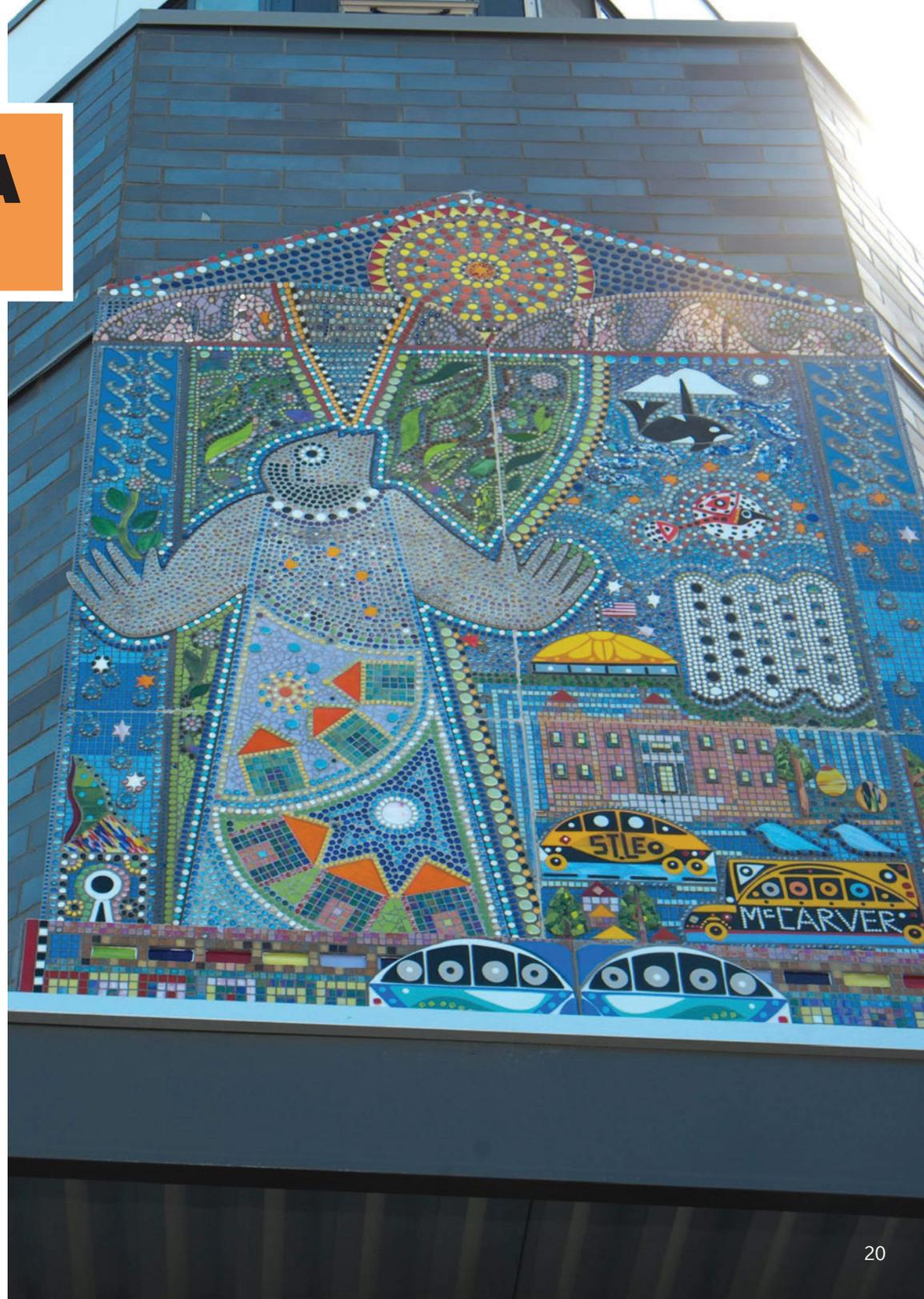
- Sierra, Theresa, & Melodee Henderson, Daughters of Alberta Canada

ALBERTA J. CANADA

A Historic Woman & Legacy

In June 2019, THA finished the renovation of the Alberta J. Canada Building in Tacoma's Hilltop neighborhood. Alberta Canada was a pillar of the Hilltop community and a faithful neighbor for 38 years. A co-founder of the Martin Luther King Housing Development Association, Ms. Canada devoted her life to people, especially those in marginalized communities. She passed in April 1999. Her legacy still ripples throughout Tacoma. The Tacoma Housing Authority proudly rededicated the building and its artwork to her and her work. Doing this is also a way to thank her and her family for her service to the Hilltop.

The remodel of the building and its 49 units began in December 2017. The work included: New exterior, updated commercial store fronts and office space, upgraded courtyard for tenants, lounge and manager's office, six residential ADA accessible units, a community room with courtyard access, new HVAC system and the installation of the Harborstone Credit Union ATM on the corner of MLK and 11th, the only ATM in Hilltop. This building also houses Sound Outreach.





#DesignTheHill

Creating a Thriving Hilltop Together

Few other parts of Tacoma are experiencing gentrification like the Hilltop neighborhood.

We began our Hilltop community development work in 2016 in hopes to not just build much-needed affordable housing in Hilltop, but to do so with ears tuned to the expertise and history of the neighborhood.

Our #DesignTheHill work on the Hilltop embodies our values to provide high quality, stable and sustainable housing and supportive services to people in need and to do so in ways that make people stronger, and communities more equitable. This work requires the full participation of the people who live in the neighborhood and who know it best. The Hilltop neighbors were passionate partners in the design process for the four parcels of land that we wish to develop.

We thank Mithun and Fab 5 for the time and effort they put into this process. We are especially grateful to all the community members who participated; none of this work could be accomplished without their time and their expertise.

Some key community feedback:

- Affordable housing options for people 0-60% AMI
- Housing for people experiencing homelessness
- Develop a community preference policy that prioritizes applications from Hilltop residents that have been displaced from the neighborhood.
- Create interior and exterior space for community members to gather. Such as community rooms, courtyards, rooftops, and sidewalk spaces.
- Activate alleyways from South 10th to Earnest S Brazil with places for people to gather.

Learn More: tacomahousing.net/housing-hilltop



 The Rise at 19th | Our Latest Hilltop Investment



Opening January 2021

It began as part of our Hillside Terrace public housing developments. They were spread over 4 properties and built in the 1960s.

Tacoma Housing Authority bought the 165 apartments in 1976. By 2000 the properties were worn out. Since then, we have demolished or rebuilt all of them. To date we have built back 206 apartments and added community facilities. These investments are especially timely as the Hilltop gentrifies.

We seek to make investments that help Hilltop blossom equitably. By what we build and how we build, we seek to make the Hilltop what Tacoma Housing Authority's mission statement seeks for all Tacoma neighborhoods: that they be places that all people experience as "safe, vibrant prosperous, attractive, and just."

Tacoma Housing Authority broke ground in 2019. The Rise at 19th will add 64 affordable apartments to the Hilltop. 14 of the apartments will house people exiting homelessness. We reserve another 14 for people with disabilities. In this way, The Rise at 19th will help address the homeless public health emergency declared the Tacoma City Council. The project will cost \$21 million to build. Most of the money is coming from private sources, with important public partners.

We couldn't do this important work without the help of our partner, Washington State Department of Veterans Affairs (VA). With their help, some of the units at this building will house homeless or near homeless veterans. The VA will also have an office on-site to help offer a warm welcome to any veterans moving in or living at The Rise at 19th.

Learn More:

Education Project



Expansion & Redesign

Our Education Project seeks to spend a housing dollar, not just to house needy persons, but also to get two other things done: help them and their children succeed in school or college, and help public schools and colleges educate low-income students.

The project has twelve initiatives in three categories:

1. Early childhood education
2. K–12 schooling
3. Post-high school education or training

We do this work in innovative and ever elaborating collaborations with Tacoma Public Schools, Tacoma Community College (TCC), University of Washington – Tacoma, City of Tacoma, Pierce County, Heritage Bank, generous funders, and nonprofit service providers. We are very fortunate to have such interested and capable partners.

We and our partners have launched a big expansion of three of our education initiatives.

This requires a redesign, which is underway. THA can expand its investment of scarce housing dollars in these initiatives because of how we understand these dollars: we would be spending them anyway housing somebody. In that way, they are not a cost of the initiative. The challenge of the Education Project is to spend them in a way that also promotes school success.

When it works it is a very good use of those same housing dollars. For that reason, THA's Board of Directors has approved spending \$10.6 million on this expansion.

Another challenge in this expansion is to adapt these programs to work in Tacoma's new brutal rental market. We initially designed these initiatives in a former market that had allowed households, with THA's rental assistance, to find housing reasonably close to their school or college. That is not working anymore. In consultation with many community partners, and especially participating parents and students, THA and its partners have responded in various ways. We are still feeling our way through these puzzles

The Education Programs & Partners:

Tacoma Schools Housing Assistance Program

Tacoma Public Schools serves hundreds of homeless students every year. Research shows that students without secure housing have trouble succeeding in school. Even frequent moves from house to house or school to school can be ruinous to school success.

Our Tacoma Schools Housing Assistance Program (TSHAP) provides housing and supportive services to homeless or near homeless students in all schools and all grades of Tacoma Public Schools. It is a partnership among Tacoma Housing Authority, Tacoma Public Schools, Pierce County and social service providers.

Our Role in TSHAP

We invest housing dollars into the Pierce County Coordinated Entry system. Pierce County Human Services administers this county-wide centralized system to help connect homeless families and individuals to housing and supportive services. With our funding, it will now focus on homeless Tacoma school families.

McKinney-Vento District Liaisons then refer families to Coordinated Entry service providers who advise and assist with getting families housed.

Increase Family Access

McKinney-Vento families are those who are literally homeless and those who are at risk of homelessness, including those who are living doubled-up. TSHAP increases the capacity of Pierce County's Coordinated Entry to serve Tacoma Public School families of all homeless statuses, including near homeless.

Children's Savings Account Program

We offer children's savings accounts for the children of our residents to help fund their future goals. We partner with families, the Washington Student Achievement Council and Tacoma Public Schools.

What are Children's Savings Accounts?

They are asset-building accounts. They can start as early as birth, and often pay for students' education after high school. Program models vary and are funded through public-private partnerships. Accounts typically start with an initial deposit, and grow with families' deposits. Research shows that low-income children with these accounts are several times more likely to graduate from high school and college than their peers without these accounts.

Key Elements:

Savings Account: We offer families savings account through the Washington State 529 Guaranteed Education Tuition (GET) program.

Learning and Earning: Families can earn dollars from THA toward their future by completing milestones on a future pathway planning and financial education.

Complete the Journey: Our contribution to the student's savings account balance will be available when the student completes the journey, graduates from high school, and enrolls in a qualified post high school education or training program. The contribution will be available only for the cost of attendance.

Financial Literacy: THA partners with financial experts in the community to bring financial education and coaching to families.

Our Children Savings Accounts for the children of New Salishan is now in its fifth year.

In 2020, we redesigned and expanded the CSA Project to make it available to children in all of our communities. We are grateful for our new partner Washington Student Achievement Council and our continued partnership with Tacoma Public Schools.

Our Students

3,400

school-aged children in our households

190

students enrolled in our Children's Savings Account Program

300

homeless or near-homeless college students housed or paid to be housed

174%

decline in transience rate of McCarver Elementary School students on our program



Email to THA
Nov. 8, 2020

So I don't know exactly how to do this but my name is [redacted] Im not sure if I'm graduating this year but I'm 17 and just found out I'm pregnant I work at McDonald's idk how much more I need to tell you but I would appreciate it if you would email me back thank you for your time

Education Project Continued

College Housing Assistance Program

Our College Housing Assistance Program (CHAP) began as a pilot in 2014. We gave housing vouchers to 47 homeless TCC students, 70% of whom were parents. We tracked them alongside a control group of 157 unassisted homeless TCC students who applied but who did not fit inside the pilot.

The initial results were very promising: TCC students who received rental assistance maintained higher grade point averages and were nearly four times more likely to remain enrolled or graduate than those without assistance!

In 2016, the University of Wisconsin HOPE Lab surveyed TCC students, as part of a nationwide survey of college students. TCC students stood out: 69% of TCC students answering the survey reported serious housing instability within the 12 months prior to answering the survey; 27% reported being homeless within that time. This alarming result, and the positive outcomes of the pilot program, impelled the THA Board of Commissioners and the TCC Board of Trustees to expand CHAP. The first expansion was to serve 150 homeless or near homeless TCC students. The next expansion included homeless or near homeless students at University of Washington – Tacoma.

The present expansion underway will house or pay to house over 300 homeless or near homeless college students.

Like our Tacoma Schools program, CHAP must contend with Tacoma's new rental market. A CHAP voucher is no longer enough to allow a student to find housing near campus. THA has responded in several ways. It has purchased apartment complexes in walking distance of the campus. And it has contracted with owners of nearby apartment complexes to reserve its units for homeless or near homeless students. This year saw CHAP's growing partnership in this way with Koz Development and CWD Investments. We have also purchased a 7-acre mall across the street from Tacoma Community College. Over the next several years, THA and its partners will build 500 – 700 apartments. Significant numbers of them will be available to homeless TCC students.



The new properties will house two subcohorts:

1. Students who come to college from prison. Many are mothers reuniting with children. Their housing problems are worse than most
2. Tacoma Public School high school students who are homeless without families

Both the college students who come from prison and the high school seniors will need support and peer support. For that reason, we will seek to house them in properties that we own or contract for the purpose. This allows service providers to more easily support them. This arrangement also allows for peer support from the other college students living in the same building.

Learn More:

tacomahousing.net/education-project

Harvard Names CHAP "Top 25 Innovations in Government in 2018"



The Harvard Kennedy School named the CHAP as one of the nation's top 25 most innovative governmental programs for 2018. This is significant because Tacoma Housing Authority and Tacoma Community College had to create the program from the ground up. There were no templates that we could follow.

This innovative work is only just beginning. We look forward to continuing our partnership with TCC and expanding it to other schools.



James Center North

Investing in West Tacoma

In 2017, we purchased James Center North, an underused 7-acre retail mall across the street from Tacoma Community College and the Pierce Transit Center.

We will use this land to develop attractive and equitable mixed-use, mixed-income apartments in amenity-rich West Tacoma.

We are excited about expanding our presence into a highly sought after part of Tacoma. We hope this will increase affordable residential and commercial opportunities in West Tacoma.

James Center North will support mixed-use development and the ability to partner with the private sector to develop a portion of the

property. This property is designated for commercial, retail and multifamily housing.

The site is currently occupied by four retail and commercial buildings, including casual dining, medical support, a hair salon, and a Buddhist Temple, our James Center North Field Office is also located on the premises.

Ankrom Moisan helped us map out our master plan for the property. Now our work is to generate excitement and forge partnerships with the development community. We are doing this through movie nights, a collection of foodtruck vendors known as "Chow Town" and community feedback meetings.

Property Features

- 300 future units planned
- 30,000 square feet of commercial retail space
- 13 commercial tenants
- Commercial space leased at reasonable rates
- Across the street from Tacoma Community College
- Tacoma Community College serves over 14,000 students a year. Many whom report lack of housing as a barrier to success

Learn More:

tacomahousing.net/james-center-north

Foundation for Tacoma Students

Partner Highlight



**“All children are able, and have the potential to achieve greatness.
It’s our duty as adults to nourish that potential.”**

–Tafona Ervin, Executive Director of Foundation for Tacoma Students, Graduate Tacoma



Graduate Tacoma is prolific.

This non-profit team of fewer than 20 people has forever changed the trajectory of Tacoma Public School students.

Working alongside partners, Graduate Tacoma is a community-wide movement all about children achieving success from cradle to career. They partner with over 340 agencies, including the Tacoma Housing Authority. Foundation for Tacoma Schools is the backbone organization for this movement.

They started ten years ago by directly collaborating with Tacoma Public Schools. At the time, Tacoma Public Schools graduate rate was a tragic 55%. Of those graduates, only 49% went on and completed college. Fixing their eyes on those two metrics: graduation and college completion rates, they vowed to dedicate the next ten years to increasing those two metrics. Now in 2020, Tacoma's graduation rates are at an all-time high of 89.6%. TPS has also eliminated the racial disparity in graduation rates.

They also learned along the way that to increase educational outcomes, you have to care for the whole child, from cradle to career. Partners from all spheres came on board, from government, healthcare, businesses and workforce employers, and housing providers. They reasoned that if a student comes into the classroom without food in their stomach or a roof over their head, addressing education outcomes will be an impossibility.

Caring for the whole child is where Tacoma Housing Authority and Foundation for Tacoma Students team up.

"The Foundation for Tacoma Students helped me see that we could expand our College Housing Assistance Program to homeless high school seniors who are old enough to sign their own leases. This expansion shows homeless high school students that there is a path to college and economic mobility. Housing is foundational on that path." – April Black, Deputy Director, Tacoma Housing Authority

How does the Foundation for Tacoma Students get so much done? They work through their partnerships.

"Service Providers are the content and context experts. Our job is to leverage the relationships our partners have with students & families to create impact."

-Elvin Bucu, Deputy Director of Foundation for Tacoma Students

The Foundation finds ways to bring partners to the table to unite goals and metrics, like Tacoma's graduation rates. "Tacoma needs joint-accountability to create systemic change." Elvin Bucu says, "You can't do that without relationship. It requires transparency about strategies and data."

What do they and their 340 partners hope to work on next? The Foundation hopes to bolster their efforts in the childcare landscape and post-secondary efforts.

Learn More:
[graduatetacoma.org](https://www.graduatetacoma.org)

Our Board of Commissioners



Stanley Rumbaugh
Chair



Shenetta Smith
Vice Chair



Dr. Arthur C. Banks
Commissioner
(January-August)



Derek Young
Commissioner



**Dr. Minh-Anh
Hodge**
Commissioner



**Pastor Michael
Purter**
Commissioner
(August-December)

Tacoma Housing Authority

902 South L Street
Tacoma, WA 98405



facebook.com/TacomaHousing



twitter.com/TacomaHousing



TacomaHousing.net