



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, January 24, 2018

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 3201 Fawcett Street, Tacoma, WA 98418 at 4:45 PM on Wednesday, January 24, 2018.

### 1. CALL TO ORDER

Chair Flauding called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:51 PM.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Chair Janis Flauding	
Vice Chair Minh-Anh Hodge	
Commissioner Arthur Banks	
Commissioner Stanley Rumbaugh (arrived late at 5:05 pm)	
Commissioner Derek Young	
<b>Staff</b>	
Michael Mirra, Executive Director	
Sha Peterson, Executive Assistant	
April Black, Deputy Executive Director	
	Ken Shalik, Finance Director
Toby Kaheiki, Human Resources Director	
Frankie Johnson, Property Management Director	
Kathy McCormick, Real Estate Development Director	
Greg Claycamp, Client Services Director	
Sandy Burgess, Interim Director for AD & Asset Management	

Chair Flauding declared there was a quorum present @ 4:52 pm and proceeded.

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

Chair Flauding asked for any corrections to or discussion of the minutes for the Regular Session of the Board of Commissioners on Wednesday, December 13, 2017. Commissioner Banks moved to adopt the minutes, Commissioner Young seconded.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1 (Commissioner Rumbaugh was not yet in attendance)

**Motion approved.**

### 4. GUEST COMMENTS

#### **Steve Wells, Wright Street Tenant**

Mr. Wells is the treasurer of the Resident Council, which he reported has experienced some turmoil. They are trying to resolve it in-house, but asked the Board for assistance in encouraging tenants to step up and apply as resident council members.

### 5. COMMITTEE REPORTS

*Real Estate Development Committee—Commissioner Rumbaugh*  
Nothing to report.

*Finance Committee—Vice Chair Hodge and Commissioner Young*  
Nothing to report.

*Education Committee—Vice Chair Hodge*  
Vice Chair Hodge met with Project Manager Amy Van today regarding the McCarver project, which is going through a redesign. There were 40 vouchers offered and only 5 live outside of Tacoma. According to ED Mirra, April and her team are scheduled to meet with Tacoma School District's Deputy Superintendent Josh Garcia.

*Citizen Oversight Committee—Commissioner Banks*  
Nothing to report.

### 6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra directed the Board to his report. He handed the Board three documents that, he said, may be useful to the Commissioners in their community conversations. One document is a summary of THA's real estate development since 2002, when the Salishan redevelopment project began. Another of the



document shows how the property taxes paid by the home owners of New Salishan are repaying the investment from the City and the State that helped to finance the redevelopment. The final document is THA's updated annual depiction of Tacoma's need for affordable housing. It shows the mismatch in Tacoma between wages and rents.

## **7. ADMINISTRATIVE REPORTS**

### **Finance**

Finance Department (FD) Director Ken Shalik was not in attendance, but ED Mirra conveyed his view that THA remains in good financial shape.

Commissioner Banks moved to ratify the payment of cash disbursements totaling \$4,766,789 for the month of December 2017. Commissioner Young seconded.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1 (Commissioner Rumbaugh was not yet in attendance)

### **Motion Approved.**

### **Policy, Innovation and Evaluation**

Policy, Innovation and Evaluation (PIE) Director April Black directed the Board to her report.

PIE will be asking for a Board study session regarding the Housing Opportunity Program (HOP) evaluation. The Board packet includes a full HOP evaluation and a summary. According to ED Mirra, staff are meeting with community groups and are scheduled to hold public meetings. Director Black hopes to have good participation and invited the Board to the public meetings, both of which are scheduled for February 5. ED Mirra and staff will make a presentation on HOP and the utilization issue during Tacoma City Council's study session on February 13, and at the Greater Tacoma Convention forum on February 14. On January 25, he and staff will make a presentation to the Tacoma Affordable Housing Consortium.

Chair Flauding asked for an estimate of how many families would be requesting extensions due to financial hardship and what this could potentially do to staff caseloads. According to Director Black, although THA expected a lot, there are only a few currently. THA is working with other organizations to help with caseloads.



## **Administration**

Administration (AD) Interim Director Sandy Burgess directed the Board to her report. THA is making progress with buying out BFIM, the tax creditor investor at Salishan. Conversion of Salishan's existing tax credit portfolio from Public Housing to Section 8 housing under the Rental Assistance Demonstration project (RAD) will occur next. AD is also examining THA's ability to tap its available "Faircloth" public housing dollars in order to create more public housing units. THA would then immediately convert these new public housing units to Section 8 under the RAD program. Doing this may be a lengthy and uncertain process.

Staff anticipate bringing a revised Procurement Policy to the Board in February. This will be a significant rewrite of the policy to account for changes in state law and regulations.

AD hired a business process manager who will be starting soon. This position will be a significant benefit to THA.

AD added staffing and consultants to its IT team to get the OpenDoor conversion done. They borrowed staff from other THA departments to help. AD formed a Subject Matter Expert (SME) panel with representatives from the other departments. This panel will meet weekly to discuss communications and the work necessary for to finish OpenDoor. Staff have been active helping finance create reports to close out year end. Commissioner Rumbaugh inquired about problems with OpenDoor and other platforms. According to Interim Director Burgess, the biggest challenge is integration between OpenDoor and Intacct, the accounting software. Commissioner Rumbaugh asked if necessary reports were being provided to Housing and Urban Development (HUD). Yes, according to Interim Director Burgess; they are also looking at ways to pull reports directly from OpenDoor rather than Intacct.

## **Client Services**

Client Services (CS) Director Greg Claycamp directed the Board to his report. Rental Assistance is struggling with OpenDoor issues, but will begin offering Housing Opportunity Program (HOP) vouchers beginning February. This will help adjust THA's Moving to Work (MTW) utilization. The final figure for the year will be around 97% with an acknowledgement that THA may have to settle for 95%. Commissioner Rumbaugh inquired about the decrease in Child Welfare Housing Opportunity Program (CHOP) utilization. According to Director Claycamp, utilization depends on referrals from outside sources like the Department of Social and Health Services (DSHS). Commissioner Rumbaugh asked if the program coordinates with the juvenile court. According to ED Mirra, the program relies instead on DSHS referrals. Discussion ensued on why DSHS would leave such 30% of such vouchers unused and that THA should inquire with DSHS to fix the problem..

The Family Self Sufficiency (FSS) program increased the number of households by 60. Community Services is pleased with the increase, and is now in a position to apply to HUD for increased funding for additional case workers; however, HUD is not prioritizing such requests.



## **Property Management**

Property Management (PM) Director Frankie Johnson directed the Board to her report. At the December Board meeting, she discussed launching a pilot project to turn units faster and how she felt it would help. This pilot project will be led by the Facilities Manager Justin Gonzales and will consist of 5 members with a focus on decreasing vendor reliance. It will also help decrease Per Unit Per Year (PUPY) cost.

Another pilot project that will launch is the Leasing Team, which is also a 3-month pilot. It is intended to collect data and review best practices to consistently lease units in 1-3 days after the maintenance work is done. This pilot team will be led by Property Manager Barb Pearsall and will consist of two family specialists. The goal of this team is to fully vet, qualify, and consistently lease to applicants in 1-3 days.

The third project is the Resident Lifecycle. This is a step-by-step walk through from lease to vacate. It will be training the entire PM team in partnership with every department at THA. This project will help THA gain consistency on how issues are addressed and establish a protocol for responses.

There are two open positions in PM—portfolio manager and facilities manager. Barb Pearsall and Justin Gonzales transitioned into these interim positions for the last 10 months, but it is time to finalize both positions. Commissioner Rumbaugh likes the plan and looks forward to seeing results.

## **Real Estate Development**

Real Estate Development (RED) Director Kathy McCormick directed the Board to her report. RED was successful in closing New Look financing for its fix-up. The contractor is already on site erecting scaffolding. The RED team will be meeting with residents and commercial tenants on Monday to walk through the schedule. Center for Strong Families will be located in the building and will expand into the space that Youth for Christ had used. The space will also include an ATM and Kiosk service. Work should be done in about 9 months.

RED submitted an application to get 9% tax credit for new construction THA is planning at 1800 block of South G Street. This project's financing is complicated by the state legislature's delay in passing a 2017 capital budget.

Staff are working hard in closing out RAD. They hope to finish it within 60 days.

ED Mirra reported on the efforts to seek additional capital funding for the Arlington Drive Campus from the supplemental capital budget the state legislature may consider. RED staff are working with BDS to reach out and talk with youth that are homeless or currently homeless about the design of the campus; the feedback has been pretty heartwarming and rewarding.

RED is in conversation with the Korean Women's Association about it buying part of Hillsdale Heights for senior housing. KWA is willing to do participate in the



intergenerational housing campus THA is hoping to create. Chair Flauding is excited about the prospect of finally having something on the property.

### **Human Resources**

Human Resources (HR) Director Toby Kaheiki directed the Board to his report. HR was successful with the procurement of a new medical insurance coverage for staff. This took a large and complicated collaborative efforts by many people.

Commissioner Rumbaugh asked if THA has a policy regarding the use of sick time. According to Director Kaheiki, THA does have a policy on using sick leave but it will need to be adjusted due to Initiative 1433. The initiative requires employers to provide paid sick leave to most employees beginning January 1, 2018. THA will need to provide paid sick leave to agency temps and interns, which has not been part of its policy before.

## **8. OLD BUSINESS**

None.

## **9. NEW BUSINESS**

### **9.1 RESOLUTION 2018-01-24 (1) (RAD A&E Work Addendum #9, Casey + DeChant Architects)**

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

**WHEREAS**, On June 24, 2015, THA's Board of Commissioners approved Resolution 2015-6-24 (1) authorizing THA's Executive Director to award a contract for the Architectural and Engineering Services for the RAD Conversion Project to Casey + DeChant Architects in an amount not-to-exceed of \$500,000; and

**WHEREAS**, On January 27, 2016, THA's Board of Commissioners approved Resolution 2016-01-27 (1) in the amount of \$531,000 for additional A&E work scope for the project; and

**WHEREAS**, On July 26, 2017, THA's Board of Commissioners approved Resolution 2017-7-26 (1) in the amount of \$240,500 for additional A&E work scope for the project; and

**WHEREAS**, THA has estimated an additional \$98,500.00 in A&E services will be needed for the RAD Conversion project; now therefore, be it  
*Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:*

Authorize THA's Executive Director to increase the contract amount with Casey + DeChant Architects by \$98,500.00 for a total not-to-exceed of \$1,418,283.00.

Commissioner Rumbaugh motioned to approve the resolution. Commissioner Banks seconded the motion.

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

**Motion Approved:** January 24, 2018

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Janis Flauding, Chair

## 9. COMMENTS FROM COMMISSIONERS

Vice Chair Hodge thanked ED Mirra for his participation as a panelist during the Tacoma School District's Senior Leadership conversation. There were 110 administrators and selected group of community leaders who discussed homelessness and how the different agencies can work together.

Commissioner Rumbaugh thanked Director McCormick and her team for an outstanding job with property bonds.

Commissioner Banks also thanked Director McCormick and her staff for their assistance in keeping an iconic barber shop in Hilltop. The shop has been in Hilltop since 1951 and the grandchildren were ready to close it after the passing of previous owners Terry and Sam. Tacoma Ministry purchased the shop and will remain in Hilltop.

Chair Flauding thanked THA staff for their everyday hard work in providing affordable housing.

## 10. EXECUTIVE SESSION

None.

## 11. ADJOURNMENT

There being no further business to conduct the meeting ended at 5:55 PM.

**APPROVED AS CORRECT**

**Adopted:** February 28, 2018

  
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Janis Flauding, Chair