



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**March 23, 2022**



**Tacoma  
Housing  
Authority**

**Executive Director**  
April Black

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

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## **REGULAR MEETING Board of Commissioners**

### **WEDNESDAY MARCH 23, 2022**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, March 23, 2022, at 4:45 pm via Zoom.**

<https://us02web.zoom.us/j/84257803342> / Meeting ID: 842 5780 3342 / Dial: (253) 215-8782

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

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I, Sha Peterson, certify that on or before March 16, 2022, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

<b>City of Tacoma</b>	747 Market Street, Room 800 Tacoma, WA 98402	<a href="mailto:CityClerk@cityoftacoma.com">CityClerk@cityoftacoma.com</a>
<b>Northwest Justice Project</b>	715 Tacoma Avenue South Tacoma, WA 98402	
<b>KCPQ-TV/Channel 13</b>	1813 Westlake Avenue North Seattle, WA 98109	<a href="mailto:tips@q13fox.com">tips@q13fox.com</a>
<b>KSTW-TV/CW 11</b>	1715 East Madison Street Seattle, WA 98122	<a href="mailto:cw11@kstwtv.com">cw11@kstwtv.com</a>
<b>KNKX</b>	930 Broadway  Tacoma, WA 98402	<a href="mailto:info@knkx.org">info@knkx.org</a>
<b>Tacoma News Tribune</b>	1950 South State Street Tacoma, WA 98405	<a href="mailto:matt.driscoll@thenewstribune.com">matt.driscoll@thenewstribune.com</a>
<b>The Tacoma Weekly</b>	6812 27 <sup>th</sup> Street West University Place, WA 98466	

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

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Sha Peterson  
Executive Administrator



# TACOMA HOUSING AUTHORITY

## AGENDA

### REGULAR BOARD OF COMMISSIONERS MEETING

MARCH 23, 2022, 4:45 PM

Zoom: <https://us02web.zoom.us/j/84257803342> / Meeting ID: 842 5780 3342 / Dial: (253) 215-8782

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1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
  - 3.1 Minutes of February 23, 2022—Regular Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
  - 5.1 Real Estate Development Committee
  - 5.2 Finance and Audit Committee
  - 5.3 Community Partnerships and Advocacy Committee
  - 5.4 Education, Housing, Services and Partnerships Committee
  - 5.5 Diversity, Equity, Inclusion and Belonging Committee
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **PRESENTATION FROM THE LINDSAY GROUP**

The Lindsay Group will present initial findings from the organizational assessment.
8. **ADMINISTRATION VERBAL REPORTS**
  - 8.1 Finance
  - 8.2 Administrative Services
  - 8.3 Client Support and Empowerment
  - 8.4 Rental Assistance
  - 8.5 Property Management
9. **NEW BUSINESS**
  - 8.1 2022-03-23 (1) Wise Consulting Contract for Yardi Implementation
  - 8.2 2022-03-23 (2) TSHAP
10. **EXECUTIVE SESSION**
11. **COMMENTS FROM THE COMMISSIONERS**
12. **ADJOURNMENT**



# **TACOMA HOUSING AUTHORITY**

## **MINUTES**



# TACOMA HOUSING AUTHORITY

## BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, FEBRUARY 23, 2022

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 PM on Wednesday, February 23, 2022.

### 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 4:48 pm.

### 2. ROLL CALL

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

PRESENT	ABSENT
<b>Commissioners</b>	
Chair Stanley Rumbaugh (arrived late at 4:47 pm)	
Vice Chair Shennetta Smith	
Commissioner Derek Young (left early at 5:50 pm)	
Commissioner Dr. Minh-Anh Hodge	
	Commissioner Pastor Michael Purter
<b>Staff</b>	
April Black, Executive Director	
Sha Peterson, Executive Administrator	
	Julie LaRocque, Interim Deputy Executive Director
Rich Deitz, Interim Finance Director	
Sharrall Madden, Interim Human Resources Director	
Marquis Johnson, Property Management Director	
Roberta Schur, Interim Real Estate Development Director	
Sandy Burgess, Administrative Services Director	
Aley Thompson, Interim Rental Assistance Director	
Cacey Hanauer, Client Support & Empowerment Director	
	Katie Escudero, Interim Policy, Innovation and Evaluation Director

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

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

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Study Session of the Board of Commissioners for Friday, January 14, 2022. Commissioner Young moved to adopt the minutes. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion approved.**

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, January 26, 2022. Commissioner Hodge moved to adopt the minutes. Vice Chair Smith seconded.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion approved.**

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Study Session of the Board of Commissioners for Friday, February 4, 2022. Commissioner Young moved to adopt the minutes. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion approved.**

### 4. GUEST COMMENTS

None.

## 5. COMMITTEE REPORTS

### ***Real Estate Development Committee—Chair Rumbaugh, Commissioner Young***

The committee had a document exchange meeting this month to discuss acquisition of potential property. According to Chair Rumbaugh the issue with TUPAC Center at Hilltop has now been resolved through grants with the city and the issue of lease payment has been addressed. Staff will move forward with development of the bottom space for performing arts space. Director Black added that funding from the city is going in front of the TCRA board tomorrow at 7:30 am to discuss details for the \$1.9M operating reserve for the entire housing hilltop and commercial space. THA still intends to charge rent for commercial spaces. THA is still fielding proposals for James Center North and its various sections. The Development Committee will meet next month again as scheduled.

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

The committee did not meet.

### ***Education, Housing Services and Partnerships Committee—Vice Chair Smith, Commissioner Hodge***

The committee did not meet.

### ***Community Partnerships and Advocacy Committee—Vice Chair Smith, Commissioner Purter***

The committee met to discuss the property videos discussed in July 2021. Vice Chair Smith thanked Marketing Manager Nick Tolley and Interim Property Management Director Marquis Jenkins for their work on the property videos for Bay Terrace, K Street and others. If the proposal is approved by the board, the videos will help eliminate people coming to the sites in person because they can view the properties online. Chair Rumbaugh mentioned that the videos may also be used for public outreach.

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

Did not meet this month, but ED Black and Dr. Lindsay will provide an update regarding the DEIB work.

## 6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) April Black directed the board to her report. ED Black started by thanking the board for their volunteer work and their support with numerous projects and study sessions, one-on-one meetings, and others. Chair Rumbaugh thanked ED Black and added that the board will continue to look at policies which will be discussed with The Lindsay Group (TLG). TLG work is under way as outlined on ED Black's report. They have received excellent staff participation in the meetings conducted and getting the trust of staff. TLG has requested to hold monthly study sessions with the board. 50% of staff including board members completed the recent online survey conducted by TLG.

Dr. Lindsay and Susana Gomez of TLG addressed the board. Dr. Lindsay provided an update thus far including diagnostic interviews and an online survey. Susana provided

information on campaign reports. TLG will prepare materials to analyze and provide a formal feedback report with a goal of getting 55%. That, with interviews can provide a comprehensive summary report on where THA is. TLG is also doing policy analysis, finding where bias is in decision making. Chair Rumbaugh encouraged staff to volunteer in filling out the survey and provide comments to TLG. There will be a resolution presented tonight to increase TLG contract which will include coaching THA's Leadership Team and facilitating meetings with staff on site.

ED Black discussed the no-trespass for the encampment. The trespass will allow service outreach and allow THA to remove belongings that are blocking access to the parking lot for Alberta J Canada. According to ED Black, THA is having conversations with the city and county for systemic solutions regarding homelessness. They agreed that they are ready to participate in any conversation where THA can be part of the solution in a system level.

ED Black will start working with the board through reporting and organizational structure that will work with the board and staff and accept her accountability as the board's employee. Data points raised by the board as concerns will be pulled into the ED's report so she can accept the criticisms about those points. Department directors will provide update reports. ED Black is open to hearing the board's feedback if they have specific data they would like to see or talk through. According to ED Black, negative comments can be demotivating for teams so she would like feedback directed to her so she can address those concerns with the board.

The board approved acquisition of North Highland has fallen through; there are no pending acquisitions at this time. There are significant insurance rates increase which is reflected in the Administrative Services report this month. Top incidents at THA continue to be due to elevators and property damage including fire and water. Staff are testing the sensors to decrease water incidents. Staff will also review service and elevator contracts throughout the portfolio. THA posted for a Salishan Community Builder and have selected a candidate. The hiring process included THA staff, Salishan residents and the Salishan manager. Information on who was hired will go out this week. Client Support and Empowerment is working on deploying a new redesign of the Family Self-Sufficiency program. Staff will be consulting with the ED and services committee. Chair Rumbaugh inquired about the \$330k late rent noted on the report. An eviction prevention specialist position is on the budget and THA will be hiring for that position focusing on THA portfolio. A number of households also applied for the county assistance. THA is working on a soft letter to tenants to inform them of THA resources to assist with rent.

## **7. ADMINISTRATIVE REPORTS**

### **Finance**

Finance Department (FD) Interim Director Rich Deitz directed the board to the finance report. Finance hired two new accounting specialists. Ken Shalik's last day was January 31<sup>st</sup>.



Financials continue to be stable. THA revenue has been less than expected, which is driven by expenditures which is also less than expected. The big difference is the Trees in the Capital section. For Cash Report, total cash is at \$10.7M, Moving to Work cash is down at \$1.5M, Housing and Urban Development held is up at \$9.2M. Restricted Cash is at \$14M, down from last month which is consistent. Total Encumbered is at \$23M.

Commissioner Young moved to ratify the payment of cash disbursements totaling \$7,321,229 for the month of January 2022. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

<b>Motion Approved.</b>
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## **Administrative Services**

Administrative Services (AS) Director Sandy Burgess directed the board to her report. Real Estate Development (RED) moved over to Administrative Services this month, so reports are combined. Staff are working on Alberta J Canada parking lot site as it relates to Hilltop and closing on Arlington and The Rise. Hilltop Lofts is underway and expected completion is in August of this year. THA is now working with two different churches—Shilo which is partially funded and Great Christ Temple Church which is also on Hilltop. THA is expecting the certificate of occupancy on the remodel at 902 next week. Staff are currently revising the process for going after acquisitions and trying to move faster to get things under contract and closed this year. Risk Management is doing everything to mitigate insurance costs. Elevators is a persistent issue in properties, some breakdowns and some vandalisms. Staff have a plan in place, both for improvements and further assessing those improvements to stop incidents which are disruptive to tenants. Significant incident cost increases are due to fires. Most have been refunded via insurance coverage. Fair Housing and Compliance staff are active in doing reasonable accommodations and fair housing. In 2021, THA received 322 Reasonable Accommodations, the highest being an extra bedroom for caregiver or equipment in spaces. There were two housing complaints in 2021 and THA was cleared in both cases.

## **Client Support and Empowerment**

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. Director Hanauer commended her staff. Along with everyday work, crisis management, education, and stabilization, there were also several events across the portfolio including tax assistance at Salishan, farmers market at Bay Terrace, food bank

at Salishan, as well as summer programs. Arlington services is fully funded through June 2023.

## **Rental Assistance**

Rental Assistance (RA) Interim Director Aley Thompson directed the board to their report. Utilization remains strong at \$100%. Emergency Housing Vouchers is above 13% with over 50% (135 vouchers) housed or looing for housing in a tough market. Director Thompson is proud of their staff. The Foster Program is ready to begin next month. Last month, Chair Rumbaugh inquired about the Remann Hall vouchers. According to Director Thompson, folks exiting Remann Hall will likely fit in that criteria and staff will be working with those facilities. The end of RA report contains a memo from Policy, Innovation and Evaluation (PIE) with recommendations on how to use the Department of Corrections (DOC) and Tacoma Community College (TCC) vouchers. They do not recommend continuing the partnership with TCC and DOC. Next steps are to seek a strong services partner. Staff will be accepting proposals next month and will go to the board with final recommendations.

## **Property Management**

Property Management (PM) Interim Director Marquis Jenkins directed the board to her report. Portfolio occupancy remains above 98% for January. The team is focused on staffing positions. In January, Salishan launched the Washer and Dryer project which has been going smoothly so far. PM continue to find creative ways to engage the community with monthly fun facts and pet of the month, trying to find small and meaningful ways to engage tenants. Chair Rumbaugh is pleased to see work order completion rates are remaining pretty good all things considered. According to Interim Director Jenkins, PM staffing has been impacted by turnover and will be hiring more staff. There have been two new hires.

## **8. NEW BUSINESS**

### **8.1 RESOLUTION 2022-02-23 (1) (Laserfiche Document Management System and CDI Hosting Services Contracts)**

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

**WHEREAS**, The Housing Authority of the City of Tacoma (“Tacoma Housing Authority” or “Authority”) has substantial needs for application software for document management, all to better serve its low and moderate-income housing community and other services through the various programs administered by the Authority; and

**WHEREAS,** The Authority has engaged in a multi-year effort to identify and procure necessary system software, cloud services, support and training, including installation, maintenance and service of hardware and software. That effort has included evaluation by Authority-wide personnel of many vendors, services and programs, and government service providers under federal and local programs; and

**WHEREAS,** The Authority may contract under governmental joint purchasing programs; and

**WHEREAS,** The Authority is using the Washington State Department of Enterprise Services Master Contract No. 07814-001 and subsequent amendment(s) for this procurement; and

**WHEREAS,** Additional terms have been negotiated using the services of our legal team at Foster Garvey, including counsel specializing in SaaS contracts; and

**WHEREAS,** The costs associated with both of these contracts are budgeted for 2022; now, therefore, be it

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

Approve the Executive Director entering into a contract with Compulink Management Center, dba Laserfiche and Cities Digital Inc., dba CDI.

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

AYES: 4  
NAYS: None  
Abstain: None  
Absent: 1

**Motion Approved:** February 23, 2022

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Stanley Rumbaugh, Chair

**8.2 RESOLUTION 2022-02-23 (2)**  
**(Amendment #2 to The Lindsay Group Contract for Organization Development and Diversity, Equity, Inclusion and Belonging)**

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

**WHEREAS,** On December 23, 2021, THA used its procurement process and board approval to sign a contract with The Lindsay Group for Diversity, Equity and Inclusion services. The original contract maximum amount was \$47,250; and

**WHEREAS,** On January 18, 2022, THA and The Lindsay Group executed an amendment to the contract that was within the spending authority of the Executive Director. This amendment increased the value of the contract to \$65,750; and

**WHEREAS,** This contract requires an additional increase to account for the findings discovered through the analysis of THA under the original scope of work for this contract; and

**WHEREAS,** The contract maximum amount shall be increased to \$200,000. now, therefore, be it

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

Commissioner Young motioned to approve the resolution. Commissioner Hodge seconded the motion. Director Black moved to amend the submitted resolution to include hourly coaching, making the maximum amount to \$200k vs. \$165k. Commissioners Young and Hodge agreed to amend the resolution.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

**Motion Approved:** February 23, 2022

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Stanley Rumbaugh, Chair

## **9. COMMENTS FROM COMMISSIONERS**

Vice Chair Smith thanked staff for their hard work and noted how she appreciates what everyone is going through. Commissioner Hodge thanked staff for their outstanding work as usual and stated that it is good to hear what THA is doing for the community. “The work we do is difficult and not without stresses,” commented Chair Rumbaugh.

## **10. ADJOURNMENT**

There being no further business to conduct the meeting ended at 6:15 pm.

**APPROVED AS CORRECT**

**Adopted:** March 23, 2022

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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 and Advocacy Committee**

Vice Chair Shennetta Smith  
Commissioner Pastor Michael Purter

### **Education, Housing, Services and Partnerships 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:** April Black, Executive Director  
**Date:** March 23, 2022  
**Re:** Executive Director's Monthly Report

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The great work of the THA staff will be reported by the Department Directors. The Executive Director report attempts to provide high-level agency updates to supplement department reports.

This report also includes items that might raise questions by the Board. I attempt to provide more detail but will be ready to answer questions you might have. If any department reports raise any concerns for you, I am happy to address them.

## 1. Anti-Oppression, Diversity, Equity, Inclusion, and Belonging

Dr. Lindsay and his colleagues from The Lindsay Group will be at the March Board meeting and will provide an update directly to the Board. They plan to share the initial results of the agency analysis.

Below are the highlights of the next steps in the process with a rough estimate of the months in which the work will take place:

<b>March 2022</b>	Present agency analysis.
<b>Month of April</b>	Solicit for volunteers for a THA steering committee and form that group. This group will help guide TLG's work.
<b>April-May 2022</b>	THA community (staff and Board) to participate in an anti-oppressive learning and development experience. These will take place in cohorts of no more than 20 people and will include 4 learning modules for each group.
<b>April-May 2022</b>	TLG will work with THA leadership team to prepare to lead the agency through a strategic planning process in response to the analysis findings.
<b>June-July 2022</b>	Embark on a strategic planning process with all staff and Board members.
<b>July-December 2022</b>	Implement changes and measure the impact.

## 2. Fiscal year 2022 federal appropriations

On March 9 and 10, 2022, after months of false starts, delays, and negotiations over many thorny issues, the U.S. Congress finalized and passed HR 2471, the "Consolidated Appropriations Act, 2022," that includes all twelve fiscal year 2022 (FY22) appropriations bills and supplemental funding to



support the military and humanitarian crisis in Ukraine. The bill was then sent to President Biden for his signature.

Division L, Title II of HR 2471 contain provisions making appropriations for the Departments of Transportation, and Housing and Urban Development, and Related Agencies (THUD) for the fiscal year ending September 30, 2022. For the Department of Housing and Urban Development (HUD), the bill provides a total of \$53.7 billion, an increase of \$4 billion above FY21. The comparative funding chart from the Council of Large Public Housing Authorities (CLPHA) is included as an attachment to this report.

We are awaiting further information from HUD to learn how this final budget will impact THA's funding. We will update you as we know more.

The bill also contained the \$3 million Congressional Community Project Funding that will come to THA to support Housing Hilltop.

### **3. Housing Hilltop and Congressional Visit**

Over the past months, staff from every department have been participating in design team meetings and/or evaluating the financing plans for Housing Hilltop. This work is being led by Roberta Schur. I appreciate her work and the work of the staff on the committees supporting the many moving parts of this project. Below are some highlights of the design and financing.

#### *3.1. Design*

The architects and a small group of THA staff have been working for the past several months to create designs that allow the site to hold 231 housing units and about 13,000 square feet of commercial space across two sites.

A larger group of THA stakeholders are now reviewing the designs for functionality, resident comfort, amenities that will be competitive in the rental market, and ease of management. We are also working with local artists to create external facades that add to the neighborhood and reflect the desires expressed during the community consultation process.

We will be sharing design plans and seeking your feedback at the April Board meeting.

#### *3.2. Financing*

As the design progresses, our construction estimates will become clearer. We know construction costs, in general, have risen and it is likely our costs will be higher than originally anticipated. We are also taking a second look at the financing plans that we'd originally put together. There are some potential implications for the project:

- THA might need to put in more cash from reserves;
- THA might need to put in project-based vouchers. This will allow THA to serve lower income households in the project and also to secure higher rents (from the THA subsidy) to pay debt service;

### *3.3. City of Tacoma funding*

I reported last month that the City of Tacoma has approved THA's \$1.9 million funding request for this project. There are some details that we are still working through related to \$900,000 of that funding. The City Council was able to approve \$1 million of our request through the City budget. The other \$900,000 is overseen by the Tacoma Community Redevelopment Authority (TCRA). This request was made outside of TCRA's normal process and they have asked for additional information before committing these funds. We are working to fulfill these requests and will keep you updated about the status.

### *3.4. Congressional Community Project Funding*

On March 9<sup>th</sup>, we learned THA was awarded \$3 million in Congressional Community Project Funding. This award came through the support and advocacy of Congressman Derek Kilmer and Senator Maria Cantwell. These funds will support the commercial spaces planned for Housing Hilltop, particularly spaces occupied by BIPOC businesses.

On March 24<sup>th</sup>, there will be an event to thank Congressman Kilmer. I have sent you the details. Please let me know if you can attend.

## **4. Update on THA Reopening its Lobbies**

While our offices have been closed to walk-in visitors for two years, many staff have continued to report into the buildings and provide support to THA's customers. We are now beginning to make plans for reopening our lobbies and moving into a "new normal."

Since the 902 S L St building has been closed to the public for over two years and undergone a significant remodel. Sha Peterson has been leading our efforts to get the THA offices ready to be reoccupied by more staff and visitors. Thank you to Sha!

Our reopening plans will happen in multiple phases. The reasons for a multi-phased approach are:

- To account for changing health guidance and the uncertainty of COVID. Six weeks ago we were advised by the health department to remain closed and limit interactions with people. Now the statewide mask requirements have been lifted and social distancing is no longer required. These major "swings" in guidance are hard to track and understand and we'd like to make sure we aren't opening and closing again.
- To train our staff. We have had many staff changes and none of our front desk staff have worked at THA when we've been fully open. A phased reopening will allow us to train staff and respond to the new needs of our customers.
- To account for childcare needs mid-school year. Many staff are using work-from-home schedules to balance work and childcare needs. It may be hard for staff to find before and afterschool care this close to the end of the school year. We will fully reopen when school is out.

Below are the proposed dates:

- **April 25<sup>th</sup>:** staff that have been primarily working from home will begin hybrid work schedules.
- **May 2<sup>nd</sup>:** All departments will begin seeing customers and visitors in the office by appointment.
- **June 6<sup>th</sup>:** Offices will have a soft opening. This means doors will be unlocked and we'll see walk-in visitors but we will not widely publish that our offices are open.
- **July 11<sup>th</sup>:** Offices will be fully reopen based on a set schedule.

## 5. Staffing Update

### *5.1. Director of Finance*

I am happy to report that we have nearly completed the Finance Director search. We had several qualified candidates for the position and difficult choices to make. A group of THA staff, leadership, and an Executive Director from another housing authority served on three separate panels to interview candidates. We have made a verbal offer to a candidate and hope to finalize the offer by the time of the Board meeting. I will share more details at the meeting.

I would also like to take this opportunity to thank Rich Dietz for his leadership in his time as the Interim Director of Finance. In mid-April Rich will step into the Associate Director of Finance role. In this role, Rich will continue to lend his leadership and expertise within THA. Thank you to Rich for leading us through this long transition. We appreciate you.

### *5.2. Director of Human Resources*

We will begin interviewing candidates at the end of March and hope to report a decision by the April Board meeting.

### *5.3. Director of Policy, Innovation, and Evaluation (PIE)*

I have been working closely with the staff that will be in the new PIE department to create a job description that reflects the expertise and responsibilities in the department and can lead continuous improvement within the agency. I anticipate being able to post this position in April.

### *5.4. Remaining leadership positions*

#### *5.4.1. Director of Strategy:*

I plan on waiting to post this position. We will wait for the strategic planning process that we complete with The Lindsay Group and staff to mature before revisiting the need for this position.

#### *5.4.2. Intergovernmental Affairs Manager:*

We will likely post this position in Summer 2022. We will give people hired into their new positions some time to settle in before looking again at the way THA is organized and how we can appropriately assign work to maximize our impact in the community.

**5.4.3. *Deputy Executive Director:***

This position will be posted in Fall 2022. Before then, we will look at the job description and title to make sure it is reflective of the work and post a position that accurately describes the job and maximizes our impact in the community.

**5.4.4. *Director of Rental Assistance:***

This position will be posted once the Deputy Executive Director position has been filled in Fall 2022. It will be important for the Deputy ED to lead the selection process for this recruitment.

## **6. Software Conversion**

On March 16<sup>th</sup> we kicked off the Yardi Software conversion! This is an exciting time for THA, moving to a software system that will support tenant and landlord portals, allow us to integrate our systems, have consistent processes for our work, track and monitor data, and discontinue management of our own software system.

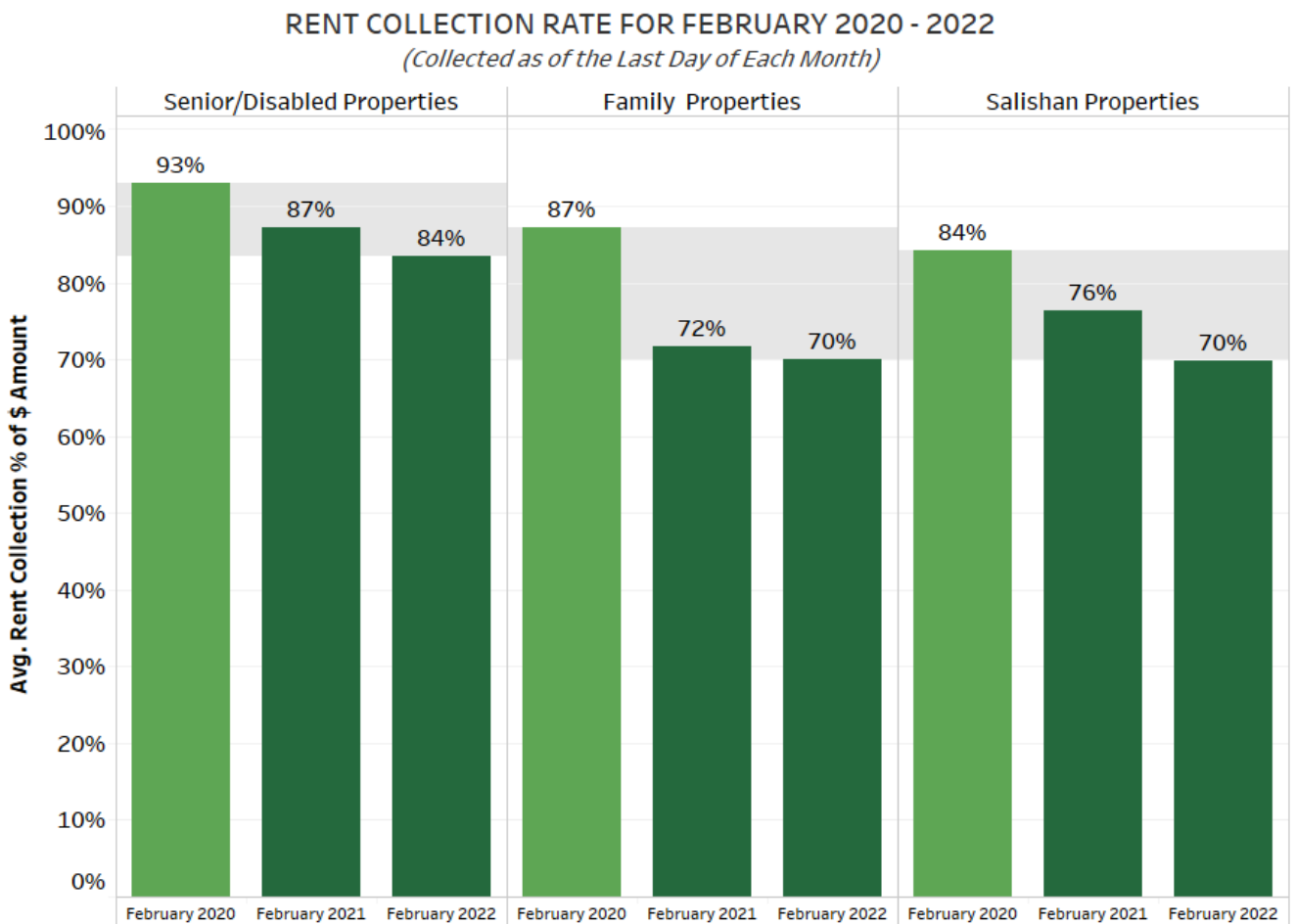
I would like to thank William Morse for leading this effort. He has stepped into the CIO position and led us through a thoughtful, interdepartmental process to arrive at the decision to convert systems. The interdepartmental team includes: Aaron Tripp, Adam Ydstie, Aley Thompson, Amber Terrasas, Cheryl Kehoe, Daniel Stutman, Jennifer Rickey, Julie LaRocque, Karen Bunce, Katie Escudero, Kendra Peischel, Kim Jarussi, Luda Kamerzan, Maddie Pattin, Marquis Jenkins, Maya Vengadasalam, Nicole Thomas, Regina Rios, Richard Dietz, Sandy Burgess, Sha Peterson, and Stacey Lopez.

I've attached the Core Values the implementation team has adopted for this conversion. They are attached to this report. Most of the updates on this project will come in the Administrative Services report but it's important for you to see how they are approaching this work.

## **7. Tenant Rent Payments and Unit Turns**

### ***7.1. Tenant Rent Payments***

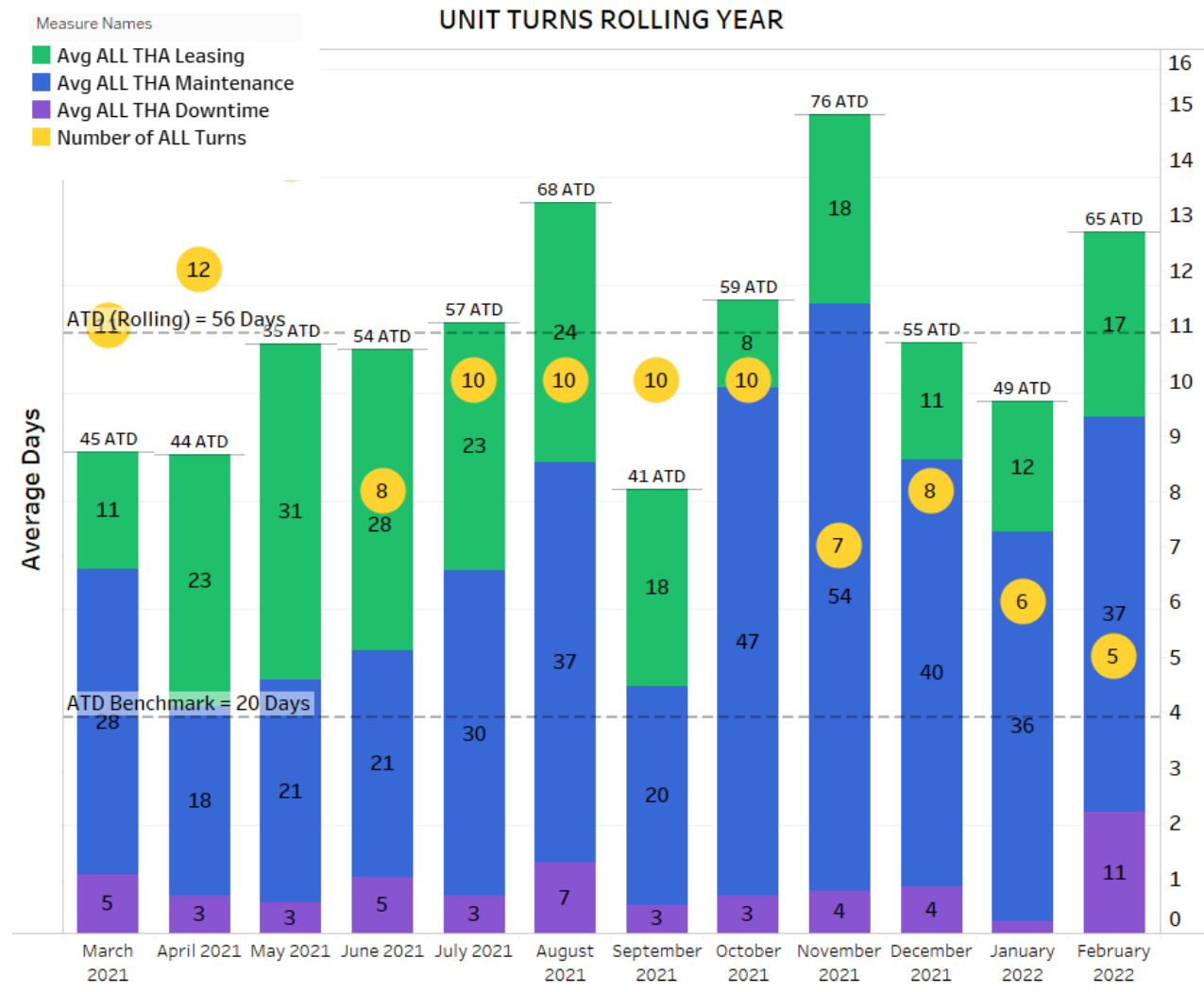
The following chart shows rent collection by property type over the last three years. The Rent Collection chart provides the average percent of rent collected through the last day of each reporting month by year and property group. If a unit is vacated and occupied by a new tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant) payments.



The chart above shows a significant increase in rent collection for the Family Properties over the last month. For reference we reported a collection of 56% for the month of January. Overall, we still see a decrease in rent collection compared to 2020. For reference, THA has decided to wait until at least April 1, 2022, before issuing COVID repayment agreements and legal notices for late rent. This will allow PM to hire an Eviction Prevention Specialist to assist more tenants in applying for late rent funds. We will be hosting interviews for this position next week. Waiting until April will also provide more time for the County to get caught up on rental assistance requests and for more tenants to apply and receive assistance. Just this week the portal reopened and is accepting applications. We anticipate receiving additional funds because, we have tenants waiting for assistance and we continue to connect tenants with rental resources. Last month we had 400 households with late rent. Currently we are at 371 with late rent. We do not know exactly how many of these households are waiting for rental assistance.

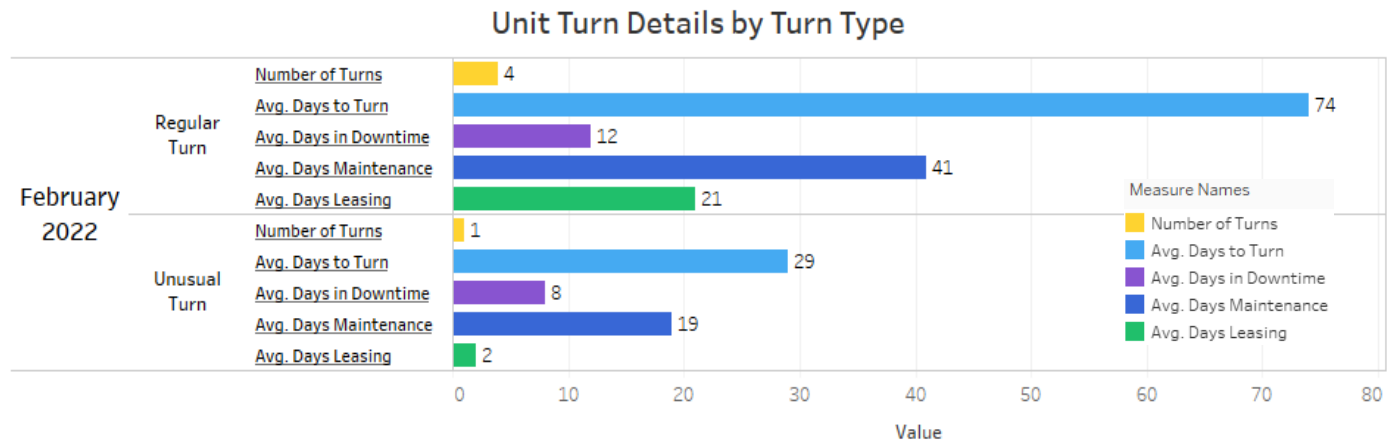
## 7.2. Vacant Unit Turn Status

As of month, ending February 28th, 2022



This data reflects the collective forces of the Turn and Leasing teams efforts to maintain a monthly benchmark of 20 days or less. Leasing days did increase over the last month as well as the overall turn numbers. Notwithstanding the challenges of closed offices, teleworking and social distancing, the teams worked hard to quickly house families as soon as possible. Property Management accomplished a rolling average turn day (ATD) of 65 days.

The following chart breaks apart the turns based on the turn type. 4 turns were for regular reasons and averaged 74 key-to-key days, 1 turn was unusual which averaged 29 days. We are continuing to find ways to reduce these overall key-to-key times. Leasing will soon transition to Rental Assistance to provide an overall support and better collaboration for the leasing team members. Turn days and processes are being evaluated for additional improvements.



# Comparative Funding Chart for FY22

March 10, 2022

	FY2021 Final (12-22-20)	FY 2022 CLPHA Request *Joint Industry Request	FY 2022 HUD Request (5-28-21)	FY 2022 HR 4502-House Passed (7-29-21)	FY2022 S. XXXX-Senate Draft (10-19-21)	FY2022 HR 2471-Omnibus (3-10-21)
<b>Public Housing Fund<sup>3</sup>:</b>	\$7.806 billion <sup>3</sup>		\$8.575 billion	\$8.64 billion	\$8.838 billion	\$8.451 billion
<b>Operating Fund</b>	[\$4.839 billion]	\$5.144 billion*	[\$4.887 billion]	[\$4.922 billion]	[5.019 billion]	[\$5.038 billion]
<b>Capital Fund</b>	\$2.765 billion	\$5.0 billion*	\$3.2 billion	\$3.4 billion	[\$3.616 billion]	[\$3.2 billion]
[Emergency Capital Needs]	[\$75 million]	[\$75 million] *	\$40 billion <sup>2</sup> [\$40 million]	[\$65 million]	[\$75 million]	[\$75 million]
<b>Housing Choice Voucher (HCV)</b>	\$25.78 billion	\$30.442 billion	\$30.442 billion	\$29.214 billion	\$27.719 billion	\$27.370 billion
HCV Renewals	\$23.08 billion	\$25.001 billion*	\$25.001 billion	\$24.950 billion	\$24.527 billion	\$24.095 billion
HCV Administrative Fees	\$2.159 billion	\$2.790 billion*	\$2.790 billion	\$2.469 billion	\$2.474 billion	\$2.411 billion
HUD-VASH Vouchers	\$40 million	\$40 million	\$0	\$20 million	\$50 million	\$50 million
Tenant Protection Vouchers (TPV)	\$116 million	\$150 million*	\$100 million	\$100 million	\$100 million	\$100 million
Section 811 Mainstream Vouchers	\$314 million	n/a	\$508 million	\$500 million	\$463.174 million	\$459 million
Incremental Homeless Vouchers	\$43.439 million	n/a	\$0	\$0	\$0	\$0
Incremental Vouchers	n/a	\$1.552 billion	\$1.552 billion	\$1 billion	\$0	\$200 million
Family Unification Program (FUP)	\$25 million	\$25 million	\$0 <sup>5</sup>	\$25 million	\$30 million	\$30 million
HCV Mobility Vouchers/Services	\$0	\$491 million*	\$491 million	\$150 million	\$75 million	\$25 million
<b>Self Sufficiency Account<sup>4</sup>:</b> [Family Self Sufficiency Program (FSS)] [ROSS Grants] [Jobs Plus]	\$155 million [\$105 million] [\$35 million] [\$15 million]	\$270 million [\$200 million]* [\$50 million]* [\$20 million]*	\$175 million [\$120 million] [\$35 million] [\$20 million]	\$200 million [\$150 million] [\$35 million] [\$15 million]	\$170 million [\$120 million] [\$35 million] [\$15 million]	\$159 million [\$109 million] [\$35 million] [\$15 million]
<b>Choice Neighborhoods Initiative (CNI)</b>	\$200 million [\$100 million] <sup>1</sup>	\$500 million* [\$200 million] <sup>1</sup>	\$250 million [\$100 million] <sup>1</sup>	\$400 million [\$200 million] <sup>1</sup>	\$200 million [\$100 million] <sup>1</sup>	\$350 million [\$175 million] <sup>1</sup>
<b>Project-Based Rental Assistance</b> [Contract Administration]	\$13.465 billion [\$350 million]	\$14.060 billion	\$14.060 billion [\$355 million]	\$14.010 billion [\$355 million]	\$13.970 billion [\$355 million]	\$13.940 billion [\$355 million]
<b>Homeless Assistance Grants</b>	\$3.0 billion	\$3.5 billion	\$3.5 billion	\$3.42 billion	\$3.260 billion	\$3.213 billion
<b>CDBG</b>	\$3.475 billion	\$4.2 billion	\$3.770 billion	\$4.688 billion	\$3.550 billion	\$3.3 billion
<b>HOME</b>	\$1.35 billion	\$1.850 billion	\$1.850 billion	\$1.850 billion	\$1.450 billion	\$1.5 billion



# 2022 Yardi Implementation Team Core Principles Summary

- **Teamwork, Respect, Communications, Planning & Accountability**
  - We will **respect work/life balance**. We will treat each other with dignity and respect throughout this project.
  - We will **value the opinions and experiences of others**. Members are expected to be present and engaged (e.g., camera-on, responsive, attendance at meetings etc.).
  - Our process will be **transparent, inclusive, equitable and accessible**.
  - Our team will be **mindful about data architecture** so we can serve the agency as a whole.
- **Organizational Change-Management and Training**
  - We will deploy a continuous, multi-modal, and user-focused **training program** with a process to continuously update documentation and onboarding materials as needed. Our goal is to gain a cross-departmental understanding of processes and create a culture of information sharing.
  - We will conduct **lessons-learned** sessions and assessments including all stakeholders while consulting with peer agencies to incorporate continuous improvement and mitigate roadblocks.
- **Responsibility & Efficiency**
  - We will think **agency wide, not just your area**. What matters is what works best for the agency as a whole, not your area alone.
  - We will **standardize and utilize streamlined uniform processes** while adopting the business processes that come with Yardi.
  - **If the function is in Yardi, then the highest priority is to use Yardi.**
  - We will **address business process gaps** and avoid workarounds and bolt-ons.



**TACOMA HOUSING AUTHORITY**

**ADMINISTRATION  
REPORTS**



**TACOMA HOUSING AUTHORITY**

**FINANCE**



# TACOMA HOUSING AUTHORITY

## **Motion**

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,918,941 for the month of February 2022.

**Approved: March 23, 2022**

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Stanley Rumbaugh, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of February 2022**

		Check Numbers				
		From	To	Amount		Totals
A/P Checking Accounts						
Accounts Payable Checks	Check #'s	95,485	-	95,529		
Accounts Payable ACHs	ACHs	1,040	-	1,082		
Business Support Center				283,049	Program Support	
Moving To Work Support Center				123,565		
Moving To Work Buildings (used by Support Center)				48,291		
Tax Credit Program Support Center				35,183		
Section 8 Programs				54,394	Section 8 Operations	
Alberta J Canada Bldg				175	Properties	
KeyBank Building				416		
Salishan 7				26,573		
Hilltop Redevelopment - THDG				825	THDG	
THDG - General				2,833		
Saravida Building				15,509	Development	
James Center				114		
Housing Hilltop LLLP				399,590		
Bus Development Activity				1,323		
CS General Business Activities				275	Client Support	
Department of Commerce Funding for Crisis Residential Center				20,263		
Community Services MTW Fund				1,567		
Education Private Grants (Gates, etc.)				12,268		
AMP 6 - Scattered Sites				5	Public Housing	
AMP 9 - HT 1500 - Subsidy				744		
THA SUBTOTAL				1,026,960		
Hillside Terrace 2 & 1500				4,831	Tax Credit Projects - Reimbursable	
Bay Terrace I & II & Community Facility				9,144		
Arlington Youth Campus				3,308		
Court F (The Rise)				2,668		
Renew Tacoma Housing				22,269		
Salishan 1 - Salishan 6				2,735		
TAX CREDIT SUBTOTAL (Operations & Development - billable)				44,956		1,071,916
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	485,326	-	485,436	168,975	
	ACHs	16,023	-	16,969	3,700,169	\$ 3,869,144
Payroll & Payroll Fees - ADP						\$ 977,882
TOTAL DISBURSEMENTS					\$	5,918,941

# TACOMA HOUSING AUTHORITY

## CASH POSITION - January 2022

Account Name		Current Balance	Interest
<b>HERITAGE BANK</b>			
Accounts Payable		13,566,998	0.27%
Section 8 Checking		6,081,725	0.27%
THA Affordable Housing Proceeds-Salishan		1,974,332	0.27%
THA Scattered Sites Proceeds		5,893,749	0.27%
FSS Escrows		255,461	0.27%
CSA Escrows		123,505	0.27%
Note Fund Account		103	0.27%
Key Bank Security Deposits		1,054	0.27%
THA Investment Pool		338	0.27%
THDG - Tacoma Housing Development Group		842,570	0.27%
Salishan 7 Operations		1,664,552	0.27%
Salishan 7 Security Deposit		30,789	0.27%
Salishan 7 Replacement Reserve		502,546	0.27%
Salishan 7 Operating Reserve		203,906	0.27%
Highland Crest Operations		1,587,777	0.27%
Highland Crest Replacement Reserve		319,075	0.27%
Highland Crest Security Deposit		40,680	0.27%
Outrigger Operations		645,514	0.27%
Outrigger Replacement Reserve		255,670	0.27%
Outrigger Security Deposit		23,366	0.27%
Prairie Oaks Operations		280,815	0.27%
Prairie Oaks Replacement Reserve		39,640	0.27%
Prairie Oaks Security Deposit		6,659	0.27%
Payroll Account		10,268	0.27%
<b>HOME STREET BANK</b>			
James Center North Operations		1,138,925	0.00%
James Center North Security Deposit		63,049	0.00%
<b>WASHINGTON STATE</b>			
Investment Pool		\$ 1,526,439	0.09%
<b>1. TOTAL THA CASH BALANCE</b>		<b>\$ 37,079,504</b>	
Less:			
<b>2. Total MTW Cash Balance</b>		<b>\$ 1,316,358</b>	
<i>Less Minimum Operating Reserves</i>			
2.01 Public Housing AMP Reserves (4 months Operating Exp.)			
2.02 S8 Admin Reserves (3 months Operating Exp.)		726,000	
2.09 Less Total Minimum Operating Reserves		\$ 726,000	
<b>2.1. MTW Cash Available (Lines 2-2.09)</b>		<b>\$ 590,358</b>	
<b>3. MTW Cash Held By HUD</b>		<b>\$ 9,921,438</b>	
<b>4. Non MTW Cash Restrictions/Obligations</b>			
<i>4.1 Non MTW Operational Restrictions</i>			
4.10 HUD Restricted - Lot and Property Sales		\$ 7,868,081	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,974,332		
4.102 Scattered Sites Proceeds (Afford Hsg)	5,893,749		
4.20 THA Property Accounts Reserved		\$ 2,737,463	
4.201 Security Deposit Accounts	165,596		
4.202 Highland Crest Operations Reserves	320,000		
4.203 Highland Crest Replacement Reserves	319,075		
4.204 James Center North Operations Reserves	230,000		
4.205 James Center North Capital	262,935		

# TACOMA HOUSING AUTHORITY

## CASH POSITION - January 2022

4.206	Outrigger Operations Reserve	150,000		
4.207	Outrigger Replacement Reserves	255,670		
4.208	Prairie Oaks Operations Reserves	77,000		
4.209	Prairie Oaks Replacement Reserves	79,640		
4.210	Salishan 7 Operations Reserves	375,000		
4.211	Salishan 7 Replacement Reserves	502,546		
4.30	Rental Assistance Reserves		\$ 1,307,533	
4.301	Mod Rehab Operating Reserves	74,753		
4.302	VASH, FUP, NED, EHV & MAIN HAP Reserves	967,954		
4.303	FSS Escrows	264,826		
4.40	Prepaid Grants		\$ 1,991,762	
4.401	TPS Interlocal (CS-2017-011)	239,892		
4.402	Balmer Foundation - Education Prog (CS-2020-005)	414,659		
4.403	College Spark (PI-2018-005)	62,311		
4.404	GTCF Grant (PI-2019-005)	238,770		
4.405	Gates - THA Education Program (PI-2020-006)	14,148		
4.406	Kresge Foundation - CHAP Program (RA-2019-009)	129,412		
4.407	Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.408	THDG	842,570		
4.60	Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$ 13,904,839	
4.70	Agency Contracted or Budgeted Commitments Remaining		\$ -	
		-		
		-		
4.99	Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 13,904,839	
5.	THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 21,858,308	
6.	Development Advances - Project Reimbursement upon closing/draw		\$ -	
6.01	Arlington Youth Housing	-		
6.02	Court F LLLP (1800 Block)	-		



**TACOMA HOUSING AUTHORITY**

**ADMINISTRATIVE SERVICES**





# TACOMA HOUSING AUTHORITY

**DATE:** March 23, 2022

**TO:** THA Board of Commissioners

**FROM:** Sandy Burgess  
Director of Administrative Services

**RE:** Administrative Services Department Bi-Monthly Board Report

*The Administrative Services Department continues to be busy with contracts, safety, security, insurance, asset management, civil rights, compliance, grants, business process improvement, OpenDoor, and supporting Tacoma Housing Authority's IT needs. We have also recently added Real Estate Development (RED) to our department and the RED report is incorporated herein.*

## 1. IT UPDATE

Over the last year, THA IT has focused on three initiatives

- The assessment of administrative systems
- Cyber security
- The migration of our IT infrastructure to the cloud

These initiatives were selected after a comprehensive assessment of the state of IT at THA. Each of these projects alone would traditionally be considered a large endeavor for any housing authority to undertake. However, IT was able to architect each of these projects to bring synergy and cohesion to these efforts so that THA was able to undertake all three at the same time.

Each of these projects will continue to take at least another 18-months to two years to fully complete. The following is a summary of each of these initiatives and where each stands today.

### 1.1 ADMINISTRATIVE SYSTEMS ASSESSMENT / YARDI IMPLEMENTATION

The assessment of THA's existing system, OpenDoor which is based on the Salesforce platform, showed that it was not meeting the agency's operational needs. Even more concerning, because there was not an effective application architecture, the data within the system had become fragmented. There was both duplication in the data and within the fields themselves.

The simple truth is THA is not a software development company. Because of the increasingly challenging operational and data issues with the OpenDoor system, the only way to fix the system would have been to completely rebuild it. Given that reality, THA instead elected to go with a delivered, Software as a Service (SaaS) solution. After a

comprehensive system survey and assessment, it became clear that the only viable alternative for THA as a Moving to Work (MTW) housing authority was Yardi. Yardi is used by the majority of MTW organizations today.

This decision was made by the newly formed IT Advisory Committee (ITAC) which is made up of representatives from throughout THA. ITAC was a first of its type, mid-management governance body for THA. The intent for this body is to push forward recommendations to the Leadership Team that have been fully vetted and have the buy-in of the agency. ITAC has become the model for other, similar groups at THA covering a variety of different topic areas.

Once ITAC made the recommendation of Yardi to the Leadership Team and that decision was ratified, three additional groups were formed to support the implementation: 1) the Yardi Implementation Team (YIT) made up of leadership and operational team members who will oversee the actual implementation of Yardi, 2) the Data Governance Committee (DGC) made up of the Business Process team and others who work with data at THA and finally 3) the Contracts Negotiation Team (CNT) made up of leadership from the IT team and an experienced outside consultant.

Previously, THA had formed the Business Process (BP) team to assist the agency in developing and deploying standardized operational processes. With the launch of the Yardi project, this team will become instrumental in helping departments both conform their business process to those Yardi delivers and assisting in getting agency data cleaned for the conversion.

Over the last several months, each of these teams has been working to prepare the agency to implement the Yardi solution. The YIT team has adopted a charter and “Core Principles” for the project which are pre-decisional governing principles to address what could be contentious issues in advance. For example, the Committee decided that THA would use Yardi business processes as designed and not try to bring in custom, non-conforming processes into the system. In addition, the Committee decided to use Yardi to the maximum extent possible and stop, wherever possible, the use of third-party tools and solutions.

The Data Governance Committee has been looking at ways to make reporting on the current system, which THA will continue using for at least the next 18-months, easier, more consistent, and reliable. It is doing this by ensuring THA has standardized common definitions and an understanding of what THA data means from a syntactic and semantic perspective. The Committee will soon take up the project of cleaning up THA data in preparation for a conversion to Yardi.

Finally, the Contracts Negotiation Team has worked directly with Yardi to not only get the Yardi contract ready for THA to sign, but to define the portfolio of what will be implemented and develop the preliminary project plan. In particular, the portfolio needed to be vetted by multiple committees to ensure the correct scope for Yardi. This involved numerous meetings and even some group conversations with Yardi itself. Vetting the contract also took significant effort and negotiation to both meet THA needs and to keep the project within the estimated budget. THA had a tight timeline for this negotiation to remain on schedule for the implementation timeline. With a lot of work involving many here at THA, we were able to keep to the schedule, with implementation set to begin in March, as planned.

The next step for THA is the implementation itself, which started in March 2022. It will last at least 18 months and will involve all units of THA except HR. Over the last few weeks, IT has been deeply involved in pre-project planning with the goal of giving THA the greatest head start on the project we can. ITAC has also developed plans for backfill and engaged the services of an external subject matter expert (SME) organization to help ensure the implementation goes well, has the support it needs, and is thought through holistically. Finally, we have engaged with several of our public housing peers who had already implemented Yardi to hear of “lessons learned” and general implementation advice. Ultimately, the implementation of Yardi is a people project and its people are well prepared to move this project forward to success.

## **1.2 CYBER SECURITY ASSESSMENT AND REMEDIATION**

Cyber security has become an ever-increasing issue for agencies like THA. Incidents, particularly involving ransomware, have crippled hospitals, schools and government agencies alike, often costing hundreds of thousands of dollars to recover.

Over the last year, THA has taken significant steps to improve its security posture. This was in response not only to regulatory requirements, but also to meet these ever-increasing cyber security risks. In September 2021, the THA Board of Commissioners adopted 20 comprehensive policies to which THA must meet. Since that time, THA’s IT Dept has worked hard to implement these policies bringing the agency in compliance to NIST 800-171, the standard security framework agencies like THA must meet. The following are some actions the department has undertaken to bring the agency not only into compliance, but also to greatly improve the agency’s security posture:

- Central management of THA devices to secure patches and updates.
- Encrypting all devices used at THA.
- Upgrading and centrally managing device anti-virus and firewalls.
- Fully implementing Microsoft’s Threat Protection for Exchange, including new controls against fraudulent emails.
- Migration to Single Sign-On for all THA services.
- Multifactor authentication for all devices and services.

- Revamping THA backups to mitigate the risk of ransomware.
- Implementation of NIST 800-171 protocols in THA's Office 365 environment. *(See below graphic)*



Over the next few months, THA will also be implementing a managed Security Information and Event Management (SIEM) solution to proactively monitor system logs for evidence of server issues, unusual activity, or a breach. In addition, THA will soon deploy tools that will scan the THA network to detect vulnerabilities so IT staff can mitigate issues before an incident occurs. Finally, IT will be deploying new training that will test staff member's security awareness with real-life scenarios to help them avoid malicious third-party attempts.

While THA has made great strides to improve cyber security for the agency, it is important to note that this will be an on-going effort where the agency will need to respond to circumstances as they develop and arise. In addition, no security program can ever guarantee an incident will never occur. However, these actions have significantly reduced the risk of both an incident happening and the severity of such an event should it occur.

### 1.3 CLOUD MIGRATION AND MANAGEMENT

The maintenance of local servers and infrastructure is both expensive and personnel intensive. Because of continued developments and advancements with cloud technology and services, it is now practically impossible to duplicate the services, resiliency, business continuity, security, and disaster recovery capability in local infrastructure that cloud services can now provide.

As part of the assessment conducted in early 2021, THA IT proposed that all its existing local infrastructure be migrated to the cloud. Doing so provides THA with pre-built solutions for business continuity, disaster recovery, and tools for meeting NIST 800-171 security.

Since this decision was made, THA IT has made significant progress. Some examples include:

- The deployment of Microsoft's InTune service for remote device management and control.
- An external assessment of THA's existing Office 365 environment to prepare it for the future.
- The development of a network bridge to Microsoft's Azure server hosting environment and the deployment of THA's first server there.
- The retirement of THA's custom performance management solution in favor of the existing ADP SaaS solution.

The next major step in THA's cloud migration is the deployment of Laserfiche and the subsequent retirement of local file services. Not only will this greatly improve the usability of file services, but it will also significantly reduce the risk of a ransomware attack while centralizing records for ease of accessibility in responding to public record requests.

Laserfiche is also the file store for Yardi, so the deployment of this system will bring real synergy to THA's infrastructure.

After Laserfiche is deployed, THA services will be completely cloud based, no longer requiring any device to directly login to THA's internal network to function. Because of the deployment of InTune, management of these devices can be entirely remote as well. In addition, the design of these services is such that data is being kept remote on THA managed services and not on local system devices, thus increasing security and system resiliency. Finally, the design of this infrastructure will provide THA with far greater flexibility and the opportunities for staff to work wherever they need to be most effective. IT services will no longer be place-based in nature.

#### **1.4 CONCLUSION**

Although much progress has already been made, the next 18-months to two years will see a real revolution in THA's IT infrastructure. Not only will THA see the deployment of a modern, supported SaaS-based administrative solution, but its entire service infrastructure will also be remade in the cloud, providing built-in flexibility and security for all THA users. In addition, everything THA IT is undertaking is designed to be easy-to-use and responsive to THA community needs. The support of the ITAC has been instrumental in this success and will continue to be as THA moves forward with these significant initiatives over time.

## 2. ASSET MANAGEMENT AND COMPLIANCE REPORT

### 2.1 PUPY (PER UNIT PER YEAR)

#### 2.1.1 Property Financial Overview 2021 Year-End

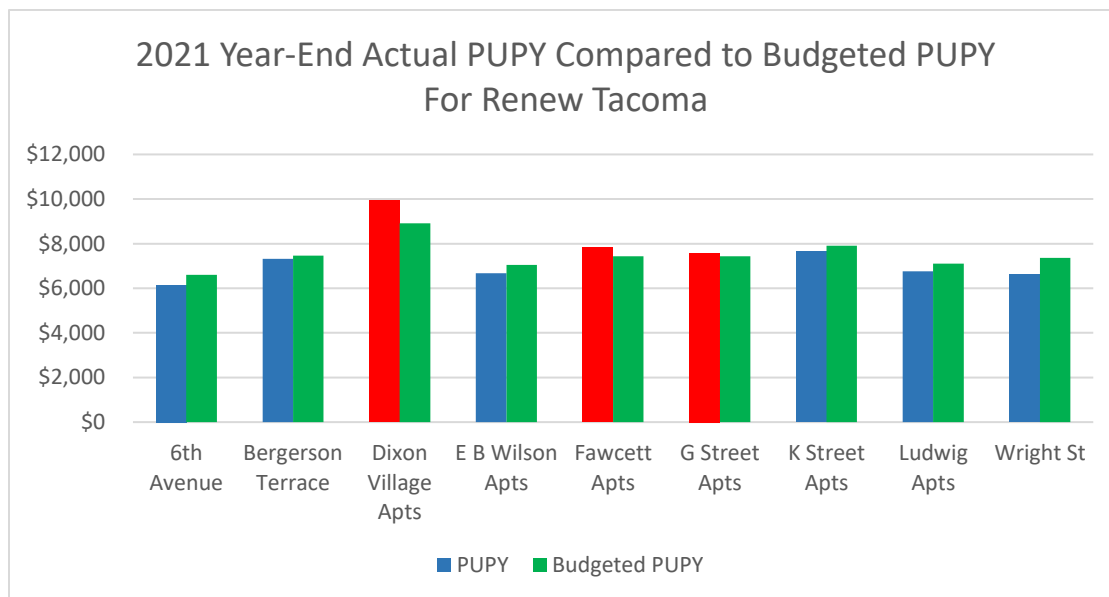
The information in this section is focused on the Operating Expenses across the residential portfolio for the entire year 2021. Per Unit Per Year (PUPY) expenses are the main data point analyzed by Asset Management, in cooperation with Property Management and Finance. Actual 2021 PUPY expenses are analyzed below against budgeted expenses.

Overall THA's portfolio continues to perform well considering the still unknown financial impacts from the pandemic. Inspections, preventative, and routine unit maintenance were deferred to minimize exposure to Covid-19 for tenants and THA staff in 2021. As we move into 2022 and resume unit inspections and routine work orders, we will evaluate how deferred maintenance has had fiscal impacts on the portfolio.

#### Renew Tacoma

**Chart 1** and the corresponding **Table 1** represent the per unit per year (PUPY) *actual* expenditures for each Renew Tacoma property compared to the *budgeted* PUPY for the entire year 2021.

**Chart 1**



**Table 1**

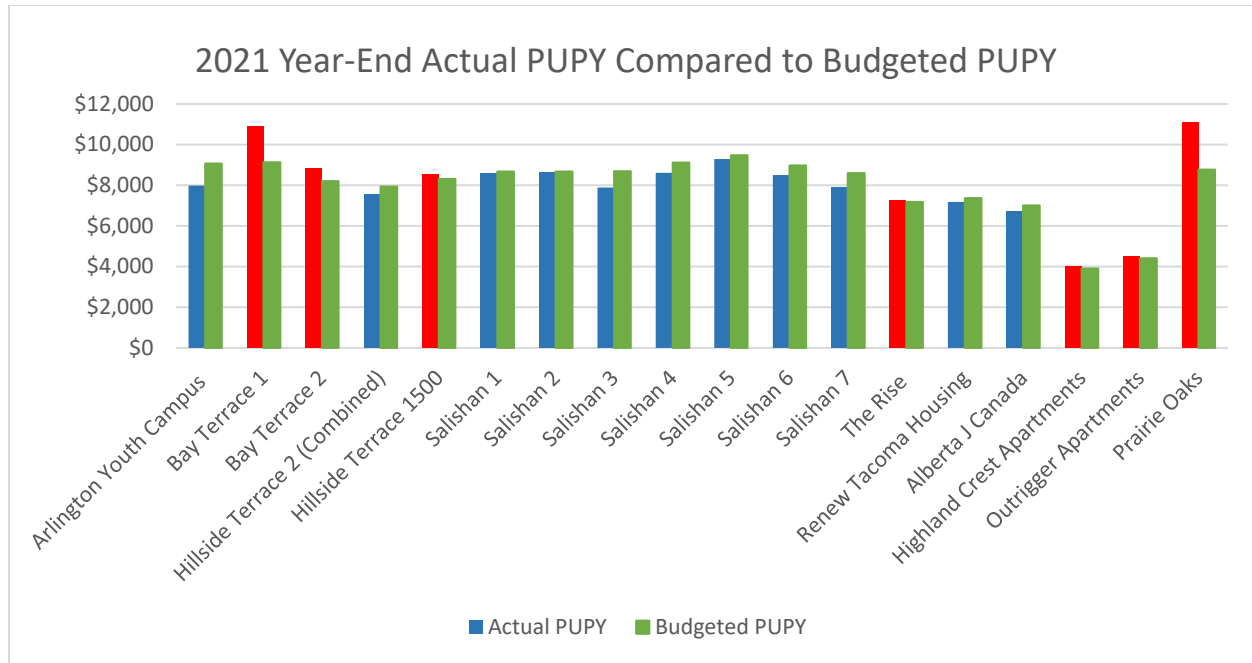
<b>Property</b>	<b>PUPY</b>	<b>Budgeted PUPY</b>	<b>Difference</b>
6 <sup>th</sup> Avenue	\$6,147	\$6,600	\$453
Bergerson Terrace	\$7,321	\$7,470	\$149
Dixon Village Apts	<b>\$9,941</b>	\$8,911	<b>(\$1,031)</b>
E B Wilson Apts	\$6,681	\$7,052	\$371
Fawcett Apts	<b>\$7,844</b>	\$7,436	<b>(\$408)</b>
G Street Apts	<b>\$7,586</b>	\$7,440	<b>(\$146)</b>
K Street Apts	\$7,648	\$7,902	\$254
Ludwig Apts	\$6,763	\$7,111	\$349
Wright St	\$6,630	\$7,361	\$730
All Renew Tacoma	\$7,178	\$7,365	\$187

Seven of the Renew Tacoma properties ended the year 2021 under the budgeted PUPY, with the largest savings occurring at Wright Street Apartments. Three properties were over the budgeted PUPY, Dixon Village, Fawcett, and G Street Apartments. Overall Renew Tacoma came in under the budgeted PUPY which is an improvement from 2020.

- Earlier in the year 2021, Dixon Village Apartments had several water heaters which needed replacement. In addition to replacing the units, the piping and venting also need repairs. We also replaced flooring in three units during 2021.
- Fawcett and G Street had increases in protective services such as added patrols, cameras, and equipment repairs.
- Elevator work continued across the Renew Tacoma portfolio during 2021. We are scheduled to complete the work in 2022 by replacing the jacks at four buildings (K, G, Fawcett, and Wright). Ongoing elevator breakdowns should be resolved with the final work of jack replacements.

### **All THA Properties**

**Chart 2** and the corresponding **Table 2** represent the per unit per year (PUPY) *actual* expenditures for ALL THA's properties as compared to the *budgeted* PUPY for the same period for year 2021.

**Chart 2****Table 2**

Properties	PUPY	Budgeted PUPY	Difference
Arlington Youth Campus	\$7,987	\$9,076	\$1,089
Bay Terrace 1	\$10,882	\$9,131	(\$1,751)
Bay Terrace 2	\$8,829	\$8,205	(\$623)
Hillside Terrace 1 and 2	\$7,541	\$7,929	\$389
Hillside Terrace 1500	\$8,529	\$8,313	(\$216)
Salishan 1	\$8,572	\$8,683	\$111
Salishan 2	\$8,636	\$8,672	\$36
Salishan 3	\$7,894	\$8,698	\$804
Salishan 4	\$8,608	\$9,118	\$510
Salishan 5	\$9,289	\$9,476	\$187
Salishan 6	\$8,501	\$8,975	\$474
Salishan 7	\$7,917	\$8,592	\$675
The Rise	\$7,242	\$7,188	(\$53)
Renew Tacoma Housing	\$7,178	\$7,365	\$187
Alberta J Canada	\$6,696	\$7,015	\$319
Highland Crest Apartments	\$4,004	\$3,901	(\$103)
Outrigger Apartments	\$4,495	\$4,410	(\$85)
Prairie Oaks	\$11,084	\$8,766	(\$2,318)



**Chart 2 and Table 2** show seven properties in the THA portfolio which exceeded the budgeted PUPY for 2021.

- Notable additions for 2021 were Arlington and The Rise to the THA portfolio.
- Bay Terrace 1 and II continued to experience overarching maintenance labor expenses above budget. The properties consistently ran over the labor and materials budget as the property required a heightened level of maintenance than initially budgeted in 2021. The 2022 budget has been adjusted slightly upward to account for the required ongoing maintenance labor.
- Bay Terrace I and II also experienced fire and flooding damage that was not covered by insurance and increase in protective services for several months. The protective services have been adjusted with patrols spending more time at the 902 headquarters, installing additional lighting, and upgrading cameras.
- The Bay Terrace residential budgets also carry the community building expenses and we will be working to separate these in the future.
- Hillside 1500 experienced a spike in utilities and sewer and protective services, which have been accounted for in the 2022 budget.
- This was the first year for The Rise and the budgeted PUPY was based on the construction pro-forma. It has now been adjusted based on real time expenses from 2021.
- Highland Crest experienced higher costs for water and sewer, purchased additional cameras to deter garage break-ins and replaced the trash compactor.
- Outrigger Apartments experienced plumbing issues, water damage in one unit, trash expenses from non-residents dumping illegally on the property, and installation of a camera to help in monitoring the grounds.
- Prairie Oaks continues to be the most expensive property to operate, these high expenses can be attributed to low number of apartments (15) and unit damage repair costs. The property experienced a high expense for COVID-19 contaminated cleaning services, landscaping and added security patrols.

New security cameras were installed so now the security patrols have been cancelled.

## **2.2 PROPERTY NEEDS ASSESSMENT OF THA'S PORTFOLIO**

We are pleased to announce that THA has selected Bureau Veritas Technical Assessments (BVTA) through a competitive RFP process to perform a property needs assessment on THA's 27 multifamily properties. The last Property Needs Assessment (PNA) was done on some properties during the Renew Tacoma RAD conversion in 2017. We are required by investors to perform a PNA within the first year of a new building going online. The property needs assessments will also assist us with scheduling and budgeting for future capital needs improvements. We have completed the contract for this budgeted expense and will be kicking off the work plan with BTVA with property management, and real estate development.

## **2.3 COMPLIANCE REPORTING**

The Compliance team had some staffing changes in 2021. Nicole Thomas continued to be our dedicated compliance auditor keeping THA on schedule and on track with reporting requirements. Shannon Smith joined the team as a compliance auditor, and we moved to a full-time position with Julie Nelson as our Fair Housing and Compliance Specialist. Previously this was only one person who split their time between civil rights and compliance file review. This small but mighty team handles THA's tax credit compliance, investor reporting, file review for move in's and auditing, special voucher reporting, administration and policy compliance implementation, plus all the Civil Rights work which was reported in the February Board Packet.

THA brought The Rise and Arlington apartments fully online in Q1 of 2021. This required the compliance, rental assistance, and property management teams working collectively to complete ongoing tax credit and investor reporting for the first year of occupancy and a detailed review of all tenant files, occupancy, and revenue data.

Nicole led our efforts to document, implement, and archive HUD waivers during Covid-19. We worked with THA's Policy Analyst to permanently adopt some of the HUD COVID-19 waivers. Compliance also participated in the implementation and reporting of federal Emergency Housing Vouchers, and organizing agencywide staff trainings, such as Tax Credit and Fair Housing.

The Compliance team is participating in the Rent Increase Work Group to plan for rent increases across THA's portfolio. THA has not raised contract rents since 2019 and the

planned rent increases will not impact most tenant's portion of their rent. This work will help support ongoing and increasing expenses to maintain the portfolio assets. The Compliance team is excited to see how the new Yardi platform will enable our ability to pull data and report in a more streamlined manner than the current manual process of collecting data for reporting and evaluating trends.

### 2.3.1 Compliance Report 2021 Year – End:

#### 2.3.1.1 New Move-In Applicant File Review Results:

##### Pre-Move-In Property Management Applicants Reviews

The property management leasing team sends applicant files to compliance for review. Compliance reviews the application packages for complete and correct data. File review results are sent back to the leasing team for correction. At times, a second review will be required if materials expire or incomplete.

Total Number of Files Reviewed	Total Files Requiring 2 <sup>nd</sup> Reviews	Average Days to Complete File Review (Calendar days)	Average Days to Complete 2 <sup>nd</sup> File Review (Calendar days)
188	29	2.7	Avg 1 day

#### 2.3.1.2 Post Move-In Open Door Reviews

The Property Operations Manager reviews these files, and the Compliance team performs the secondary review of the data in OpenDoor.

Property	Total Number of Move-Ins in 2021
6 <sup>th</sup> Ave Apartments	4
Arlington Youth Campus	25
Bay Terrace Phase One	11
Bay Terrace Phase Two	3
Bergerson Terrace	2
Dixon Village	3
E.B. Wilson	9
Fawcett Apartments	2
Hillside Terrace Ph II	5
Hillside Terrace 1500	1
Ludwig	1
North G St	5
North K St	5
Scattered Site	1
Salishan One	8

Salishan Two	10
Salishan Three	2
Salishan Four	6
Salishan Five	8
Salishan Seven	7
Salishan Six	4
The Rise	62
Wright	4
<b>Total</b>	<b>188</b>

### 2.3.1.3 Routine File Review Results

THA's Compliance team review files for timeliness, certifications, income and rent calculation, data entry, consistency and compliance with policies and program rules. Compliance has a goal to perform a random audit of 10% of the portfolio files each month. These files/properties will change every month. Compliance will review (on average) 2 properties per month. We began this 10% file auditing in the first half of 2021 and suspended this auditing for the balance of 2021 due to lack of staff capacity. We have resumed the 10% file auditing for 2022 in addition to special program auditing such as our Department of Commerce funding contract for the Arlington Youth and Young Adult Campus.

<b>Property</b>	<b>Files Audited Q1 -Q3 2021</b>
Bergerson	14
Dixon	6
Salishan One	11
Salishan Two	17
Fawcett	4
Wright	6

### 2.3.1.4 Investor / Partnership File Review Results

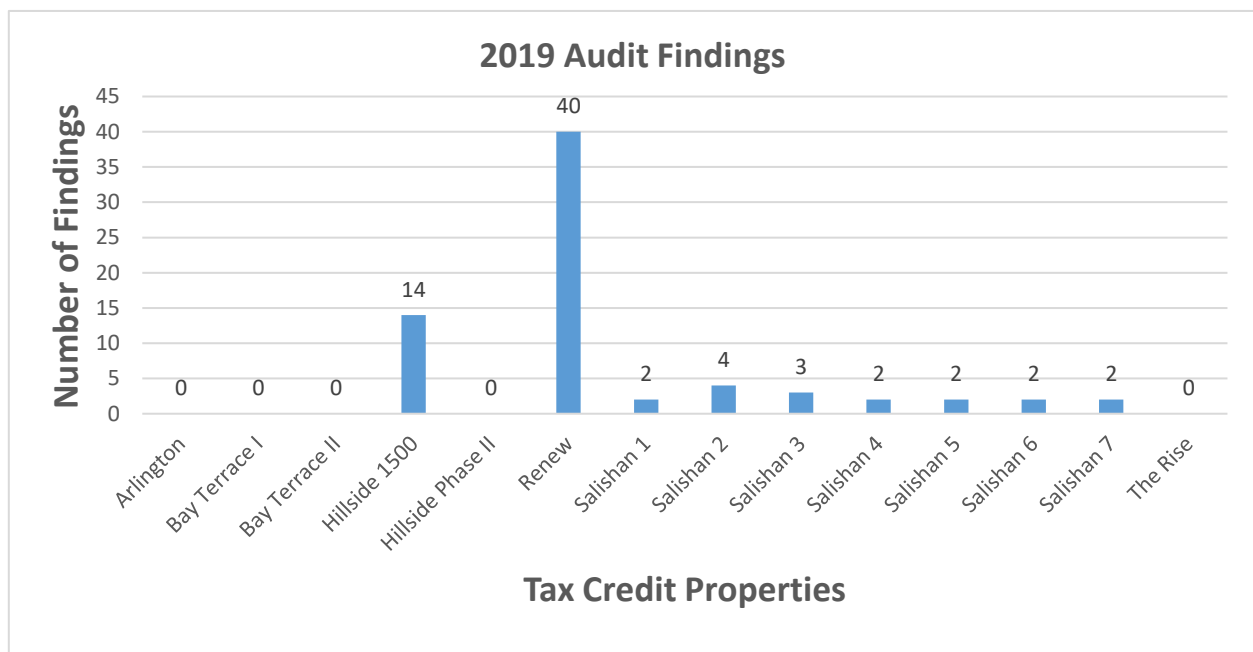
These charts reflect the Compliance team's first-time reporting WSHFC Tax Credit Annual Audit Findings based on the finding type, number of findings, and by building. This reporting is still being polished and refined. The detailed types of findings are being shared with Property Management as an opportunity for collaboration and training.

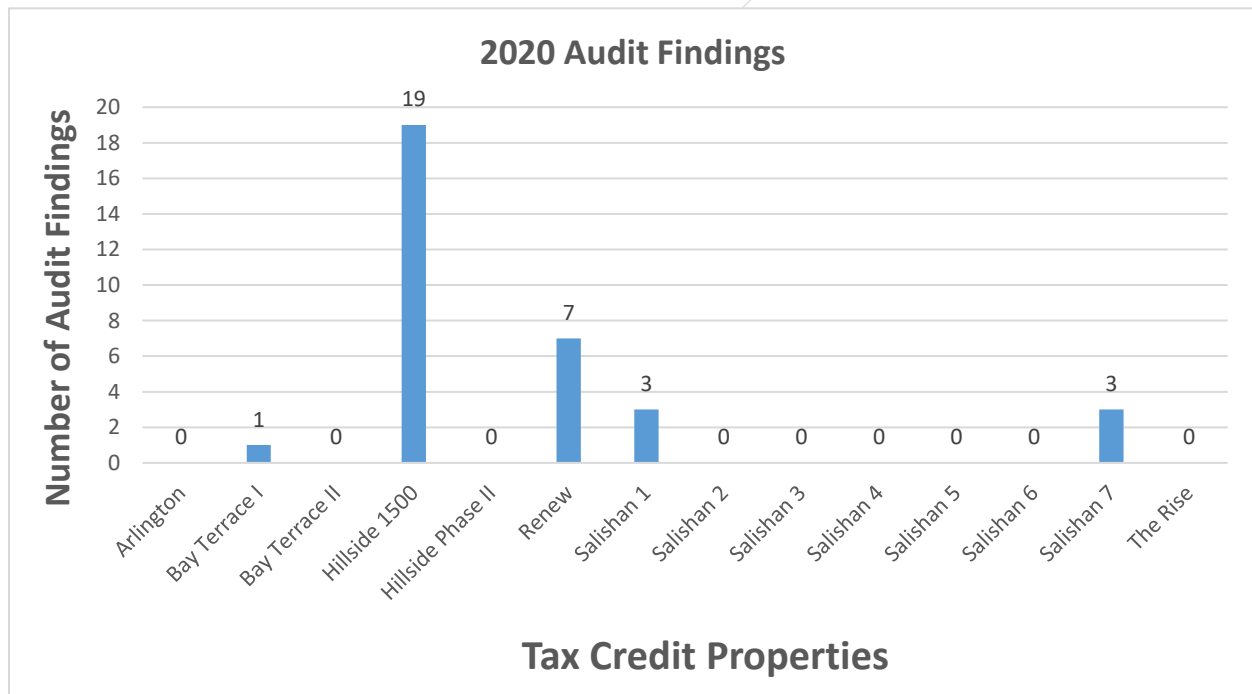
We have seen a great improvement on findings for our tax credit reporting as seen from 2019 to 2020. We will not receive the 2021 findings until later this year. The Compliance team continues to communicate with Property Management staff on typical errors or omissions that they find during their

compliance review. They are also working with Property Management to improve consistency in file documentation and data entry. The Compliance team spends a great deal of time cleaning up the data fields that are transferred during the submission process because our data system and WBARS don't always communicate well. We are told that this will also improve with the Yardi conversation.

The spikes in 2019 were attributed to missing information, discrepancies in how data was reported, and data transfer errors. Once we knew of these errors, we were able to make corrections and obtain clarifications from WSHFC. 2020 Reporting was greatly improved from 2019 with a reduction in overall audit findings. We only saw one category / one building with a consistent error. We were able to provide feedback and training so this will not continue to occur.

The Compliance team continues to work on plans to share additional investor / partnership audit finding results. Investors and partners such Department of Commerce, FHLB, RBC, BFIM, City of Tacoma and Pierce County audit files based on different criteria so we are working on how we can report this information in a meaningful and useful manner.





### 3. REAL ESTATE DEVELOPMENT

**3.1 ACTIVE PROJECTS (we have removed projects that do not have any significant updates at this time. They are still active projects and will be included when updates are made to them.)**

#### **3.1.1 James Center North/Aviva Crossing Predevelopment**

THA listed the Phase IA and Phase IB parcels for sale in August. THA selected the offers from Koz and Mercy Housing. Staff is negotiating purchase and sale agreements with both organizations.

JCN has adequate revenue to continue paying the quarterly interest payments on the acquisition loan. THA funds were used to pay the first loan installment due in October 2021. THA will be reimbursed from land sale proceeds.

Initial feasibility for the THA site at Aviva Crossing indicates the ability to develop up to 150 units of affordable housing that THA will own. We are evaluating the financial structure and will be deciding if a 4% tax credit or 4%/9% tax credit combo will be the most financially sustainable. This combination of equity sources will allow the site to be developed all at once

and offer a mix of deeply affordable units as well as rents that are affordable to households earning 60% of the AMI. We will begin applying for funding in 2022 or 2023.

### **3.1.2 Housing Hilltop**

- The Design Build contract with Walsh was signed in early October. Walsh has selected SMR Architects to the design partner.
- This project will have 1-, 2- and 3-bedroom apartments.
- This will be a 4% tax credit/bond transaction; all units are projected to be at 60% of AMI. We expect to submit an application to the WA State Housing Finance Commission in June/July 2022.
- Funding has also been secured from the Amazon Housing Equity Fund. An LOI has been executed for these funds.
- There will be two large buildings on either side of S 11<sup>th</sup>, with parking below. Both buildings will have resident amenities and commercial space. There will be approximately 100 parking spaces. Staff is working toward an end of Q3 2022 financial closing.
- Staff, Walsh & SMR had a design charette with internal staff at the end of September and had a pre-application meeting with City staff in October.
- An interdepartmental team has been formed to review design and program details.
- Schematic Design has been completed. The Site Development permit application was submitted on March 4.

### **3.1.3 Hilltop Lofts**

The project closed on the financing for the project in July 2021. The former site has been abated and the building has been demolished. Construction is underway and completion is expected in September 2022.

### 3.2 TENANT IMPROVEMENT

#### 3.2.1 902 First Floor TI

Construction and furniture installation at the 902 1<sup>st</sup> Floor Administration Building is complete and the city has approved permits and final inspections. Minor touchups and corrections are on-going while staff start to move in. Full or partial occupancy of the space will be planned upon approval of the Emergency Operations Committee.

### 3.3 ACQUISITIONS

THA is exploring two potential acquisitions. One is the property we've previously discussed with the Board, Highland Court Apartments. The other property is located in East Tacoma off of S 72<sup>nd</sup> and McKinley. We will provide more details if this acquisition opportunity matures.

### 3.4 REAL ESTATE DEVELOPMENT PROJECT PIPELINE

Project	Location	Brief Summary	Est. Timeframe	Other Notes
Housing Hilltop	S L St & S 11 <sup>th</sup>	231 units; 13,500 sq. ft commercial space 103 parking spaces. Units at 60% AMI	Financial Closing 9/2022 Complete construction Spring 2024	Funding – 4% bond/tax credit; Amazon Housing Equity Fund
Shiloh Redevelopment	S I St. & S 13 <sup>th</sup>	60 units; units at 30% & 50% of AMI	Start construction Q2 2023	THA acting as development consultant
Aviva Crossing (f/k/a James Center North)	1628 S Mildred	Commercial Redevelopment ~150 units of units at 30%, 50% & 60% AMI (THA owned)	Apply for funding 2023 Start construction 2024	Large redevelopment site. THA will be selling 4 of the 5 parcels to other developers. Project goal: mixed use, mixed income, transit-oriented development



1500 Hillside	S G & S 15 <sup>th</sup>	Redevelop site into ~ 50 new units	TBD	
2300 Hillside	S G & S 23 <sup>rd</sup>	Interior & exterior renovation	TBD	
Hillsdale Heights	60 <sup>th</sup> & McKinley	Looking at partnership with Bridge Meadows for developing up to 144 units of mixed generational housing with a focus on people adopting from foster care system	Estimate – 2025/2026 construction start	
Forterra site	MLK & S 11 <sup>th</sup>	Opportunity to acquire affordable rental property		
Salishan Core	E 44 <sup>th</sup> Street & Portland	Mixed use building	TBD	
Acquisitions		Acquire naturally occurring affordable housing	On-going	



**TACOMA HOUSING AUTHORITY**

**CLIENT SUPPORT  
& EMPOWERMENT**



# TACOMA HOUSING AUTHORITY

**DATE:** March 23, 2022

**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

The staff on this team continue to shine. They show up, push best practices, challenge systems, and work to make THA a better place for residents, voucher holders and staff. As always, I'm honored to get to call them colleagues and teammates.

February was yet another busy month for Client Support and Empowerment (CSE). THA is a complicated agency doing complicated work, and this month was one focused on collaboration and supporting one another. Staff in CSE have been working closely with Development, Property Management, and Administration to support the Aviva Crossing development as well as Housing Hilltop. We've also been strategizing with the operational departments to bring support to tenants and voucher holders who may be behind in rent due to the pandemic, and to support folks who have other tenancy or general needs.

As has been reported previously, CSE is engaging in a partnership with BERK Consulting to develop a departmental strategic plan. Ultimately, this strategic plan will help us to agree on and define a clear scope of work, to right-size our services to meet our scope and the need, and to bring in resources to support residents and voucher holders in the ways they need. We look forward to working with the community, staff and the Board to ensure we have a comprehensive and inclusive plan so as to meet the ever-changing needs of the community.

Staff in the department have also spent a great deal of time and energy engaging in the important work THA is doing with The Lindsay Group. It cannot be overstated how important diversity, equity, inclusion, belonging and organizational change work is, nor how taxing it can be on staff. Despite the challenges it brings, folks have engaged in courageous ways, and their contributions will change THA for the better.

### **3. DEPARTMENT UPDATES**

#### **3.1 Staffing Updates**

We are pleased to announce Rob McAfee as CSE's new Salishan Community Builder! Rob is currently a member of the CSE team working with families in the 2Gen program. He comes to this new position as an Eastside resident of over 40 years. Rob brings experience in community organizing and many years of working with youth and families as a mentor, leader and teacher. His passion for empowering community members and building strong community partnerships will be a great asset to the Salishan Community Builder role. Rob is well known throughout the community as someone who is incredibly gifted at engaging families and as someone who cares deeply about the development and success of youth. Rob's experience and strengths make him a good fit for this position as it will focus on youth/young adult engagement, working closely with the Salishan Association and Property Management and finding new ways to learn about, and meet, the community's expressed needs. Rob's first day in his new role will be April 4<sup>th</sup> and we're all very excited for him to begin!

We will post to rehire for Rob's current role, as well as one additional support staff position in early March.

#### **3.2 Program Updates**

##### **3.2.1 Two Generational Opportunity (2Gen)**

The 2Gen team continued to push the envelope in February. This program is getting good attention from partner providers, both locally and nationally, with staff being invited to speak at several events over the coming months.

A couple notable events took place this month, led by the 2Gen team. First was a resource and school supply distribution event. Here, a total of 22 families expressed interest in engaging in the CSA Program and another 68 kids received Green Trike story kits. These kits consisted of reading and writing prompts as well as materials to promote story telling between parents and children.

Throughout the month, staff also spent time promoting TPS' Beyond the Bell out of school programs, which are "pay as you can" opportunities for TPS children to participate in after school activities. Programs are offered throughout TPS, including at Lister Elementary and McCarver Elementary, two schools very close to families living at THA properties.

February saw the first graduate of the 2Gen program! Staff member Gary McCurty supported a family in setting and meeting several family goals earning stipends by doing so. Gary reflected on how engaged the family was throughout the process, working closely together and with him throughout their tenure in the program. In conversations with the family, they spoke about how important regular contact was, and how that contact helped as a supportive accountability point. When staff have and take the time to build genuine relationships with those we work in service to, that relationship itself is the difference maker, as it proves to be the safety and sounding board folks lean in to as they progress in their goals. Well done, Gary. And, congratulations to our first graduates!

### **3.2.2 Whole Family Services**

In February, CSE wrapped up negotiations with the City of Tacoma for changes to our 2022 Whole Family Services contract. This contract grants THA \$111,756 in 2022 to serve families with school-aged children experiencing housing instability. It helps pay for a Case Worker, .3FTE of our Education Specialist, as well as a tenant support fund and \$16,000 in Behavioral Health and/or Social Emotional Learning supports for families. This change will allow us to merge our Whole Family Services and 2Gen programs together, and to offer more training for staff on family-centered coaching.

This negotiation is a reflection of the collaborative partnership between City of Tacoma and THA to provide the best overall service delivery for Tacoma residents based on resident feedback. New to 2022, instead of only providing behavioral health services to families using traditional counseling supports, CSE is able to broaden the definition of behavioral health services to include social emotional learning (i.e., mentoring, Triple P parenting classes, mindfulness and meditation, etc.) under the behavioral health support umbrella. This change comes as a direct result of family feedback.

### **3.2.3 Promise Neighborhoods**

A strong, collaborative committee of Tacoma-Pierce County providers, including the core launching group of Foundation for Tacoma Students, Tacoma Public Schools, THA, Childcare Resources, MetroParks and WorkForce Central, reconvened in February after a break for the holidays. This group is committed to working together to strengthen cradle to career programming and family and community supports within the Salishan neighborhood and is now called the Promise Neighborhoods Committee. It is likely that the Department of Education will drop their Promise Neighborhoods application in the near future, and the Graduate Tacoma-led committee is gearing up to submit an application, likely in support of a grant for the Salishan neighborhood. The Committee is receiving facilitation from BERK Consulting, and technical application assistance from Teresa Wilke at Strive Together. Teresa has helped in submittal of several successful Promise Neighborhoods grants, and the committee is very excited to have her experience in our corner! More to come as this exciting opportunity continues to take shape!

### **3.2.4 High Rise Support Services**

February was also a busy month for staff who support residents of THA's seven high rise buildings, or those that house folks who have disabilities and/or who are seniors. Staff member Shawnda Anderson-Ide stepped up to reach out to and support residents with rental arears, which is no small feat! Shawnda has begun connecting with folks to make sure they have the resources and support necessary to apply for available rental assistance.

Martha Matthias, the Community Builder for these properties, continued to creatively engage residents throughout the month. One project she continued was to send out another round of art kits from Dazed and Reused. More than 50 residents participated in the art project, giving them a chance to create, engage and share their creations via photographs and displaying their work from their units. Martha also worked to make sure the Pet Store project progressed. This project is helping to provide pet supplies to residents in need.

### **3.2.5 By the Numbers**

Program Manager Kendra Peischel has been leading CSE in the effort to find a new database system that can better capture CSE's work and outcomes. This is

no small feat, and Kendra has been a steadfast leader. In February, she began vetting systems, identifying three that we will invite to demonstrate their products' capabilities, with a goal of completing demos by the end of April.

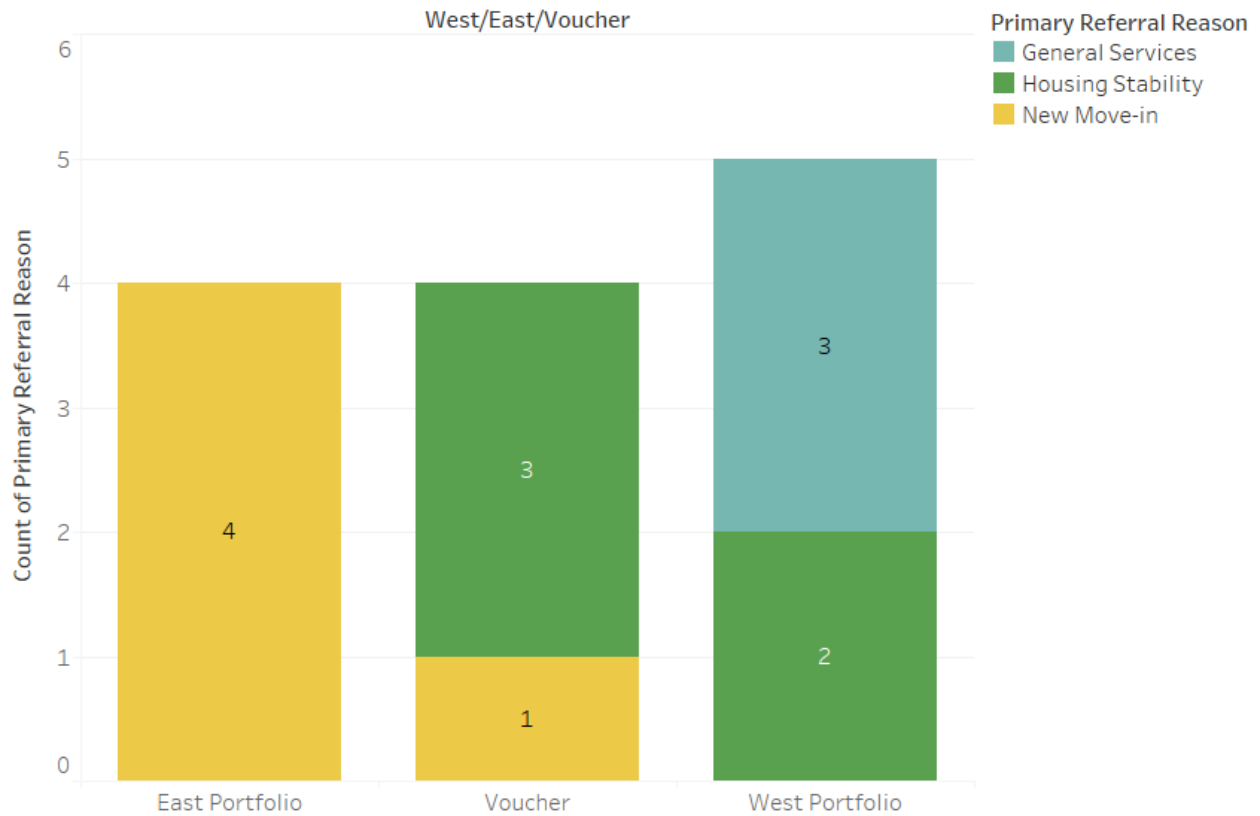
The charts below show how many resource connections staff made in the month of February, and the numbers and types of referrals received by CSE. Each referral received is assigned to a Case Worker who then works with residents/voucher holders to address the need expressed in the referral along with other needs the family may express. The chart at the bottom of page five shows how many resources CSE staff helped clients connect with, while the chart on page six shows the number of households referred to CSE for support. The chart on page five indicates everything from referrals to external providers as well as individual boxes of food delivered, and everything in between. Conversely, the chart on page six indicates the total number of new households referred to CSE by other departments. Each of those households is then provided with the support from staff and, often, several resource connections, which is indicated in the first chart. Some households we get referrals for 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.

### 2022 Resource Connections Provided by CSE February

Referral Service Type	Referral Date	
	February	Grand Total
Asset Building	8	15
Behavioral Health	6	17
Community Building	38	39
Dependent and Child..	6	7
Education-Adult	29	30
Education-Youth	8	31
Employment Assista..	35	46
Financial Coaching (..	3	10
Food Assistance Pro..	521	1,051
Furniture Bank	3	9
General Assistance ..	19	45
Healthcare Connecti..	5	6
Legal Assistance	1	12
Physical Well Being	1	4
Rental Assistance	17	24
Tacoma Arts Free Ti..	8	8
Tax Assistance	38	40
Transportation Assi..		4
Utility Assistance	7	24
Grand Total	753	1,422

Count of Referral Service Type broken down by Referral Date  
 Month vs. Referral Service Type.

## All Referrals Received by CSE 2022 February



Count of Primary Referral Reason for each West/East/Voucher. Color shows details about Primary Referral Reason. The data is filtered on Date Referred Month, which keeps February. The view is filtered on West/East/Voucher, which keeps East Portfolio, Voucher and West Portfolio.

The chart below is new for this report. It shows the top five partners CSE refers residents and voucher holders to for additional support. The chart is broken out into “formalized” and “informal” partners, with the only difference being whether (formalized) or not (informal) THA has a contract in place with the named provider. The hope here is to provide more insight into the type of needs we are supporting in any given month.

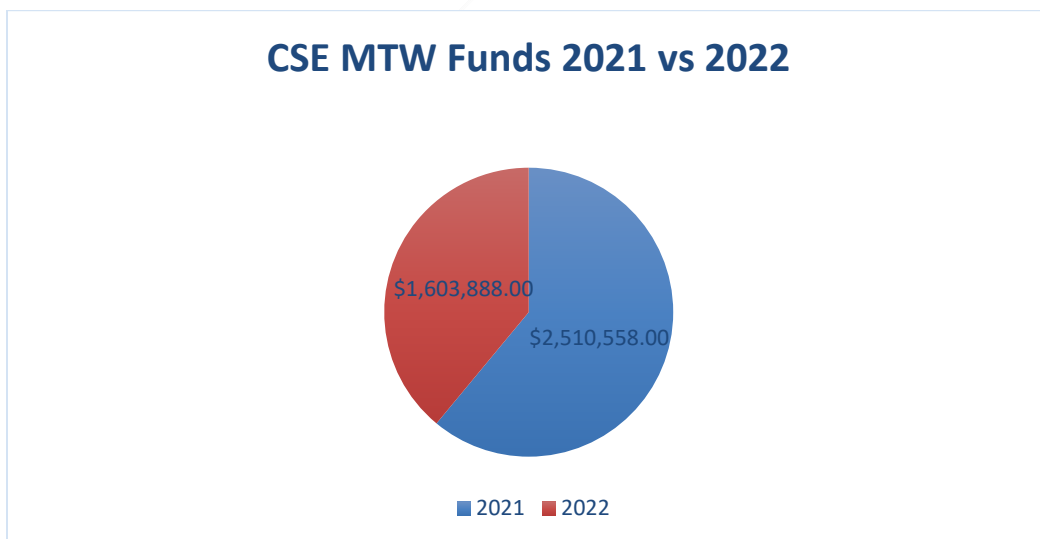


## Resource Connections by Service Providers 2022

Formalized Partners	Service Provider	Referral Date		Grand Total
		January	February	
Formal	Sound Outreach	13	2	15
	Tacoma Farmers Market	141	144	285
	Tacoma Goodwill Industries	1	28	29
	Tacoma Housing Authority	2	34	36
	United Way	1	20	21
	Total	158	228	386
Informal Partner	BASH (Bikers Against Statewide Hunger)	143	105	248
	DSHS		10	10
	MDC Metropolitan Dev Council	10	7	17
	Pierce County Emergency Rental Assistance	7	7	14
	St. Leos Food Pantry	242	269	511
	Total	402	398	800
Grand Total		560	626	1,186

Count of Service Provider broken down by Referral Date Month vs. Formalized Partners and Service Provider. The view is filtered on Service Provider, which keeps 10 of 81 members.

In the coming months we will also start providing some data on CSE's budget. As a start, the chart below shows a comparison between 2021 and 2022 and how much MTW CSE uses to support the department. Over time, we have gotten better and developing a more diverse funding mix, bringing on more staff support, but ultimately decreasing the total pull on MTW. Again, more to come as we drill down further.





**TACOMA HOUSING AUTHORITY**

**RENTAL ASSISTANCE**



# TACOMA HOUSING AUTHORITY

**DATE:** March 23, 2022

**TO:** THA Board of Commissioners

**FROM:** Aley Thompson  
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 remodel of the first floor is nearly complete! Staff have started to unpack their workstations and will return to 902 on a rotating team-based schedule in April. Many staff are already working in the newly remodeled area. We still have plenty of unpacking to do and need to train our (pandemic hired) office assistant team on front desk operations. The Rental Assistance department is incredibly grateful to Vicki Stark and the Admin/RED team's work project managing the remodel.

This month we are restructuring the department to support staff with targeted training, coaching and management. We've also created a position to assist clients with their housing search. Below is a summary of the changes.

- Bre'ann Birge, Stacey Peterson-Wilson and Brenda Brinley were promoted to Supervisors. Their areas of responsibility will be ports, terminations, inspections and our shared caseload "gold" team.
- Lacie Ricci was promoted to the agency's first Housing Navigator role which will help voucher holders with their housing search.
- Rainy Esteves, one of our Office Assistants, was promoted to Housing Specialist.
- Jessica Corey-Butler is a new Housing Specialist who has experience working with our EHV applicants at a partner organization.

This restructure will result in a more manageable number of direct reports for Program Managers and will provide support to our Housing Specialist team as we embark on the Foster Youth to Independence program.

Utilization remains strong across our programs. Over the next few months, we plan to overissue vouchers for our FUP, Mainstream and NED programs. We project that over issuing will help us continue to increase utilization because 30% of families issued a voucher are unable to secure housing.

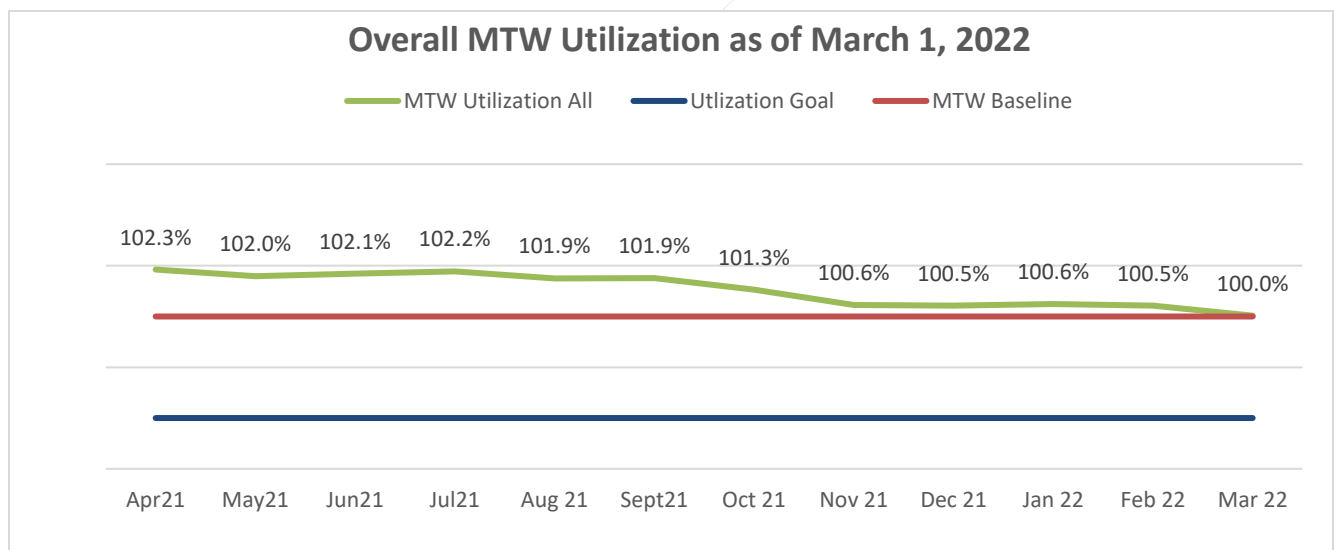
Last month, I reported that we were 12% utilized with our Emergency Housing Vouchers, that number has increased to 18%. The Foster Youth to Independence vouchers were effective March 1 and we received 3 referrals within the first week. I need to give credit to Program Manager Amber Prentice who worked relentlessly with partners to operationalize this program. Her hard work is evidenced by the fact that we received immediate referrals (it took us 2.5 months to receive EHV referrals!).

In collaboration with PIE, we released an RFP to seek project-based units to serve populations exiting corrections. The solicitation period ended early this month and we received one proposal from Pioneer Human Services. Pioneer is requesting at least 12 PBV units to house households exiting corrections at or below 50% of AMI. We will evaluate the proposal and make a recommendation to the Board next month.

### 3. RENTAL ASSISTANCE DEPARTMENT REPORTS

#### 3.1 Overall Utilization

The overall Housing Choice Voucher utilization is reported at 100.53 as of March 1, 2022. 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 (historical numbers may change slightly).



#### 3.2 Project Based Vouchers (PBVs)

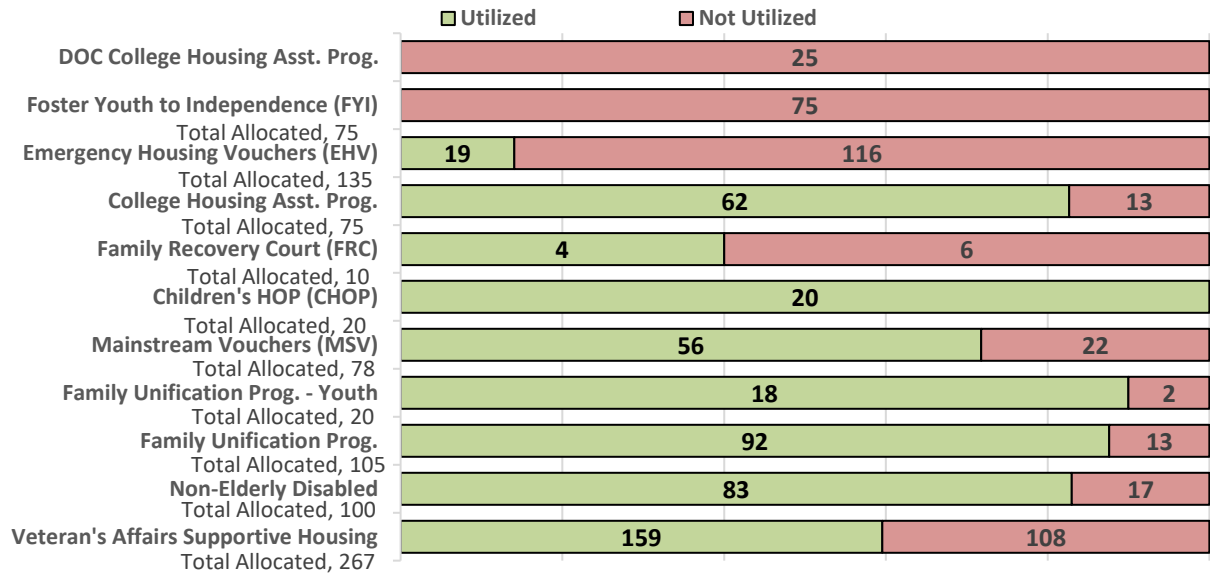
Project Based utilization has remained at 97% utilized. Staff continue to remind partners of the urgency to fill the few vacant units.

#### 3.3 Special Programs & Property Based Subsidies

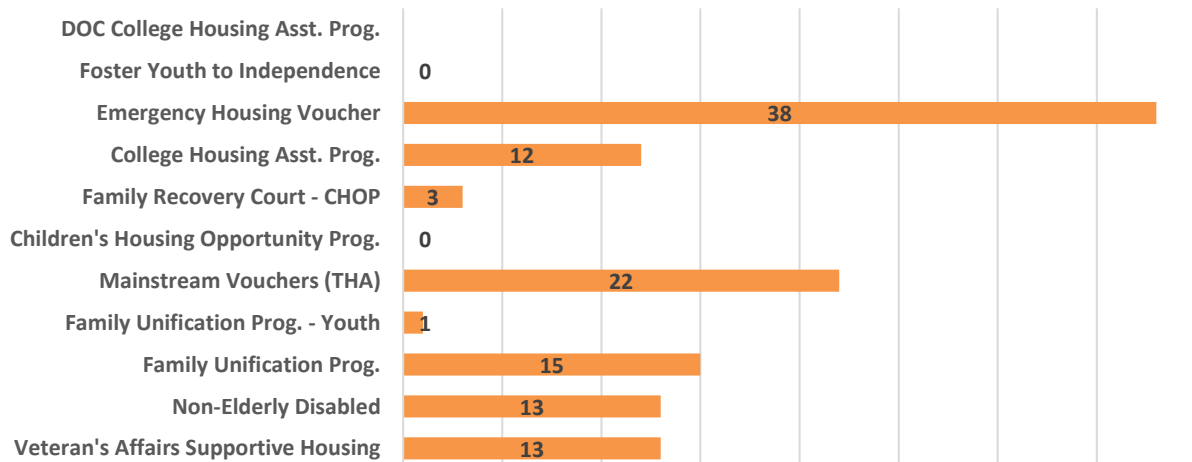
Below is a breakdown of the utilization of THA's special programs. The charts below include utilization & shoppers for each program. THA is ready to issue Foster Youth to Independence vouchers as of March 1, 2022. Our partners are currently working with 8 applicants for that program

and we have 3 referrals. The EHV program has increased by 4 new admissions with another 10 households expected to be leased up by the end of March. Referrals continue to increase as we navigate this new program. Staff are requesting additional Mainstream, VASH and FUP referrals in an effort to increase utilization for those programs.

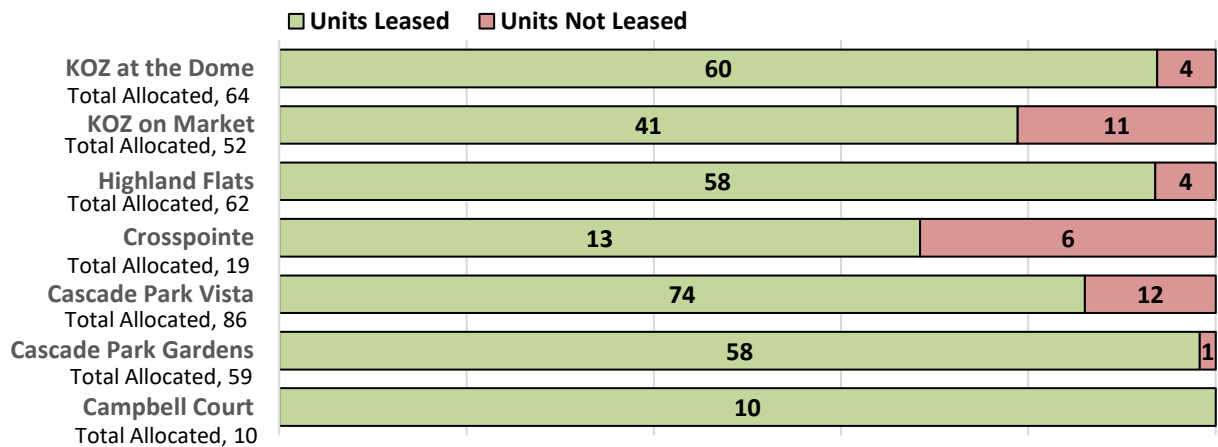
### Special Program Utilization as of March 1, 2022



### Special Program Shoppers as of March 1, 2022



### Property Based Subsidy Utilization as of Q4 Report: January 2022



THA has partnerships with four Property Based Subsidy owners representing more than 350 units across seven properties. The contracts require the properties to maintain a 95% occupancy rate each quarter.

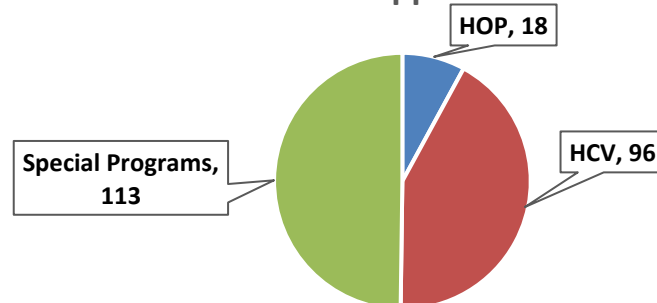
- Koz at the Dome, Cascade Park Gardens and Campbell Court maintain a 95% occupancy rate.
- Cascade Park Gardens is out of compliance, but we adjusted their unit counts across properties to ensure compliance, this will be reflected in the April board report (reflecting Q1 numbers).
- Koz on Market, Highland Flats and Crosspointe are meeting the 95% occupancy requirement, but we are temporarily not subsidizing 20 units across these properties due to compliance findings. We expect the units will be in compliance at unit turn.

### 3.4 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. The shoppers in the chart below include clients new to the program and clients moving from one unit to another.

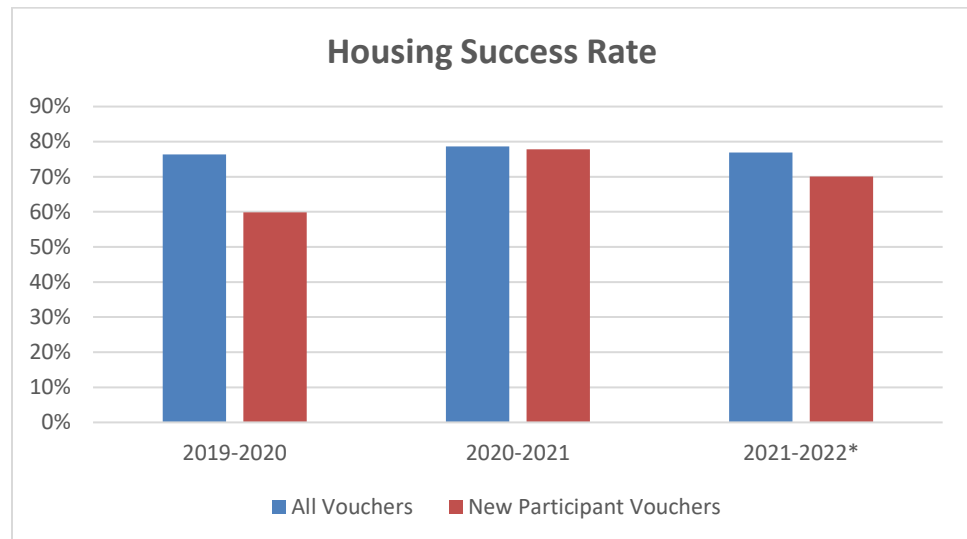
- As of March 2022, there are 227 total clients shopping (new shoppers & movers).

### Number of Active Shoppers as of March 1, 2022



- Over the past year (March 1, 2021 – February 28, 2022), 590 vouchers were issued and 203 were to new families.

- The overall housing success rate is 78% and 74% for new families.



\*The Housing Success Rate for 2021-2022 discounts those actively searching for housing

### 3.5 Inspections

Our inspections team has worked incredibly hard to address the backlog of inspections caused by the pandemic. The team worked closely with landlords allowing them to self-certify that their units had no life-threatening fails. This work helped us catch up and remain compliant with HUD. Today, we have fewer than 400 delinquent inspections. About half are within our own Portfolio and we are developing a plan with Property Management to tackle them. Stacey Peterson-Wilson our new inspections supervisor has been instrumental in the success of tackling the back log.



**TACOMA HOUSING AUTHORITY**

**PROPERTY MANAGEMENT**





# TACOMA HOUSING AUTHORITY

**Date:** March 23, 2022

**To:** THA Board of Commissioners

**From:** Marquis Jenkins  
Interim 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 a busy month for Property Management, the team continues to work hard to support our properties and tenants. The team has focused a great amount of energy reviewing and posting positions to fully staff the department. It has truly been a team effort as we navigate these processes and find great additions to our PM team. Over the last month we have welcomed new members to the department, as well as one promotion. Please welcome these new additions:

Sherri Tift is our new Property Operations Manager. Sherri has been with THA since 2009, working in Rental Assistance as a Housing Specialist with Leasing and Special Programs. Sherri joined Property Management in 2019 as our Property Manager for the Rise and Arlington, leading us through 2 lease ups during COVID. We are excited to have her in this new role!

Angel Foley is our new Maintenance Tech on our Grounds Crew. Angel has worked with THA since 2019 as a temporarily employee on grounds. We are excited to have him join the team full time to continue the great work he has been doing.

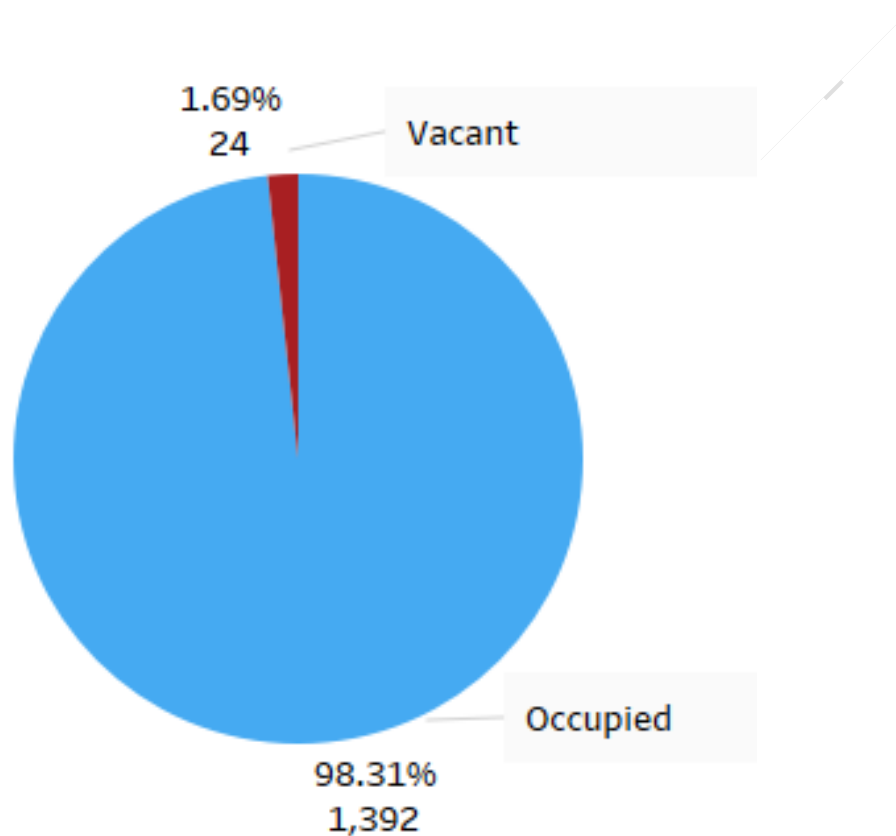
Brian Mendia is our new Maintenance Tech at Salishan. Brian comes to us with many years of residential and apartment maintenance. We are excited to have all the great skills he will add to the team.

Property Managers continues to find creative ways to introduce fun into the community. For months now we have been creating monthly "Fun Facts." These are placed in the elevators and common areas of our midrise properties. Attached you will find an example for February. We are slowly reprising our pet of the month, please see attached "Pet of the Quarter." As we gain more submissions we will move back to monthly celebrations. We get a lot of positive feedback in our midrise buildings from both gestures however, we are always looking for more ways to increase engagement and fun at the properties.

### 3. KEY MEASURES OVERVIEW

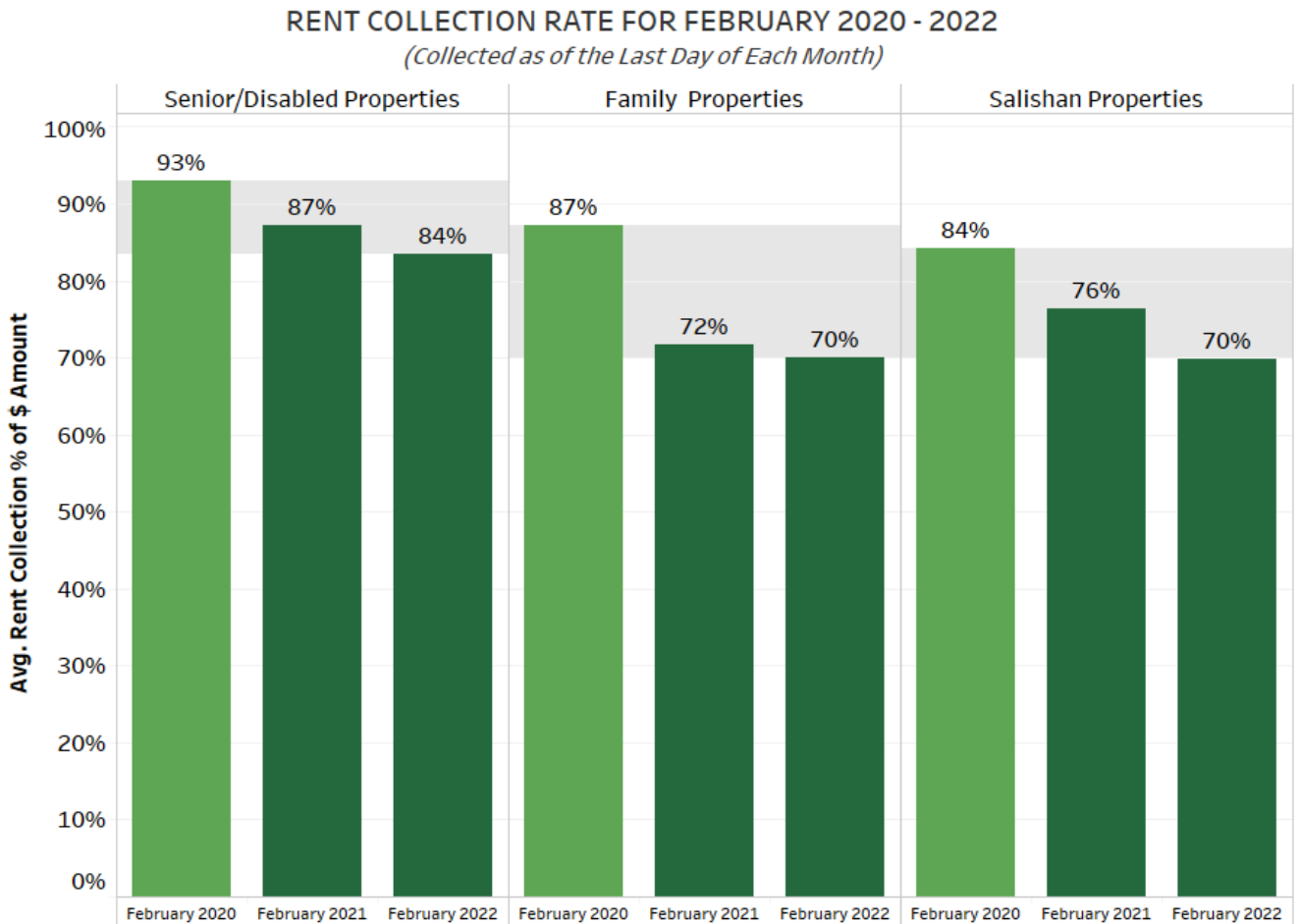
#### 3.1 Occupancy Overview

The portfolio has maintained an average occupancy rate of 98.3% for the month of February. Unit Occupancy is reported as of the first day of the month. THA has a total of 23 properties in its portfolio, with a total of 1,416 units to provide safe, affordable housing to many Tacoma residents that would otherwise be unable to afford the areas increasing prices. 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

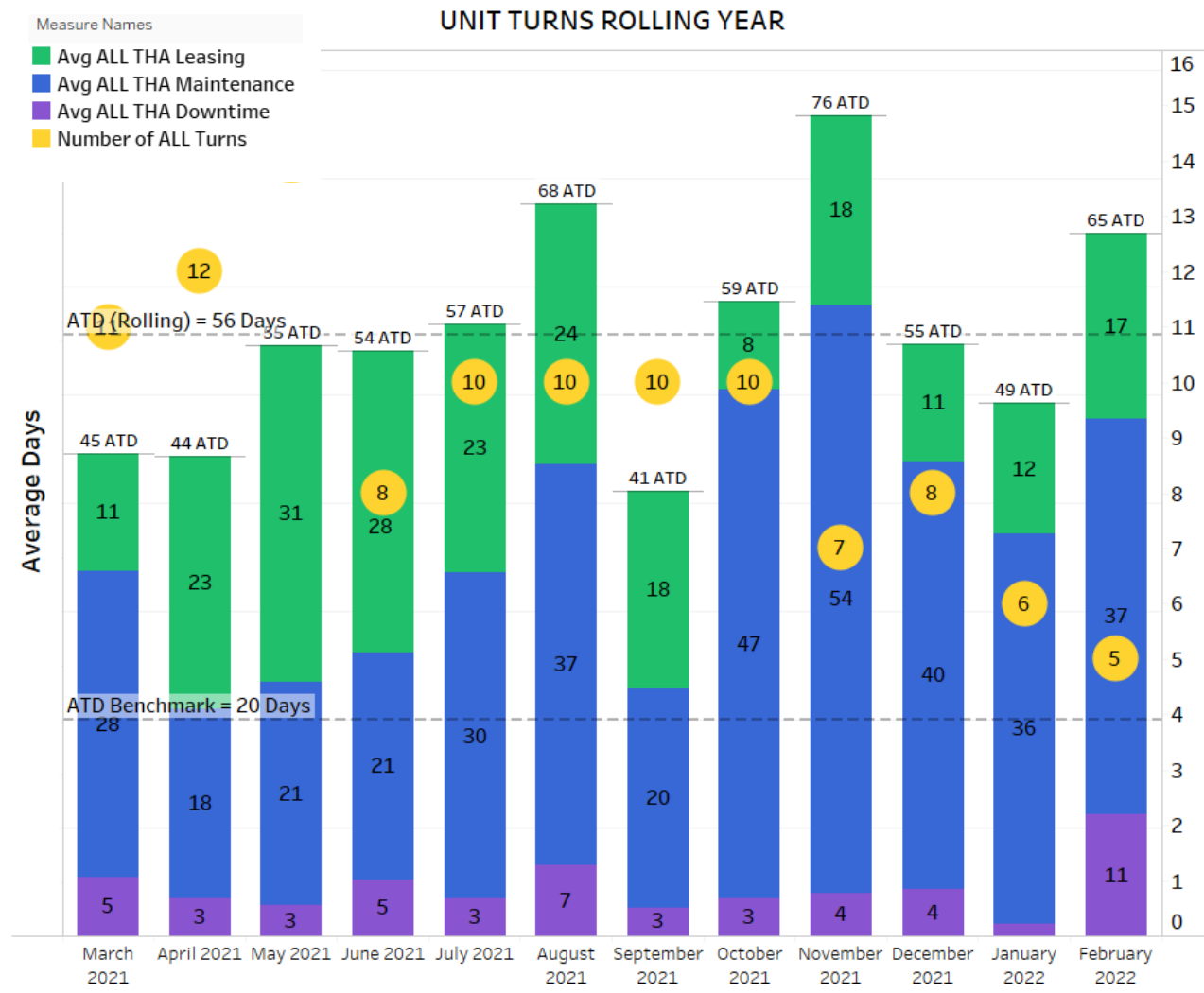
The following chart shows rent collection by property type over the last three years. The Rent Collection chart provides the average percent of rent collected through the last day of each reporting month by year and property group. If a unit is vacated and occupied by a new tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant) payments.



The chart above shows a significant increase in rent collection for the Family Properties over the last month. For reference we reported a collection of 56% for the month of January. Overall, we still see a decrease in rent collection compared to 2020. For reference, THA has decided to wait until at least April 1, 2022, before issuing COVID repayment agreements and legal notices for late rent. This will allow PM to hire an Eviction Prevention Specialist to assist more tenants in applying for late rent funds. We will be hosting interviews for this position next week. Waiting until April will also provide more time for the County to get caught up on rental assistance requests and for more tenants to apply and receive assistance. Just this week the portal reopened and is accepting applications. We anticipate receiving additional funds because, we have tenants waiting for assistance and we continue to connect tenants with rental resources. Last month we had 400 households with late rent. Currently we are at 371 with late rent. We do not know exactly how many of these households are waiting for rental assistance.

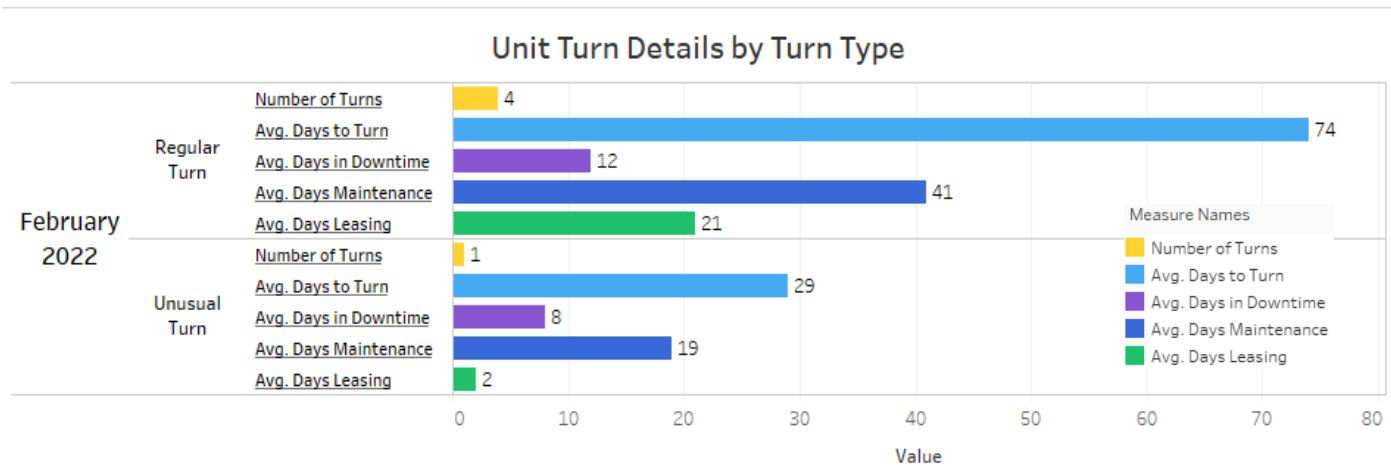
### 3.3 Vacant Unit Turn Status

As of month, ending February 28th, 2022



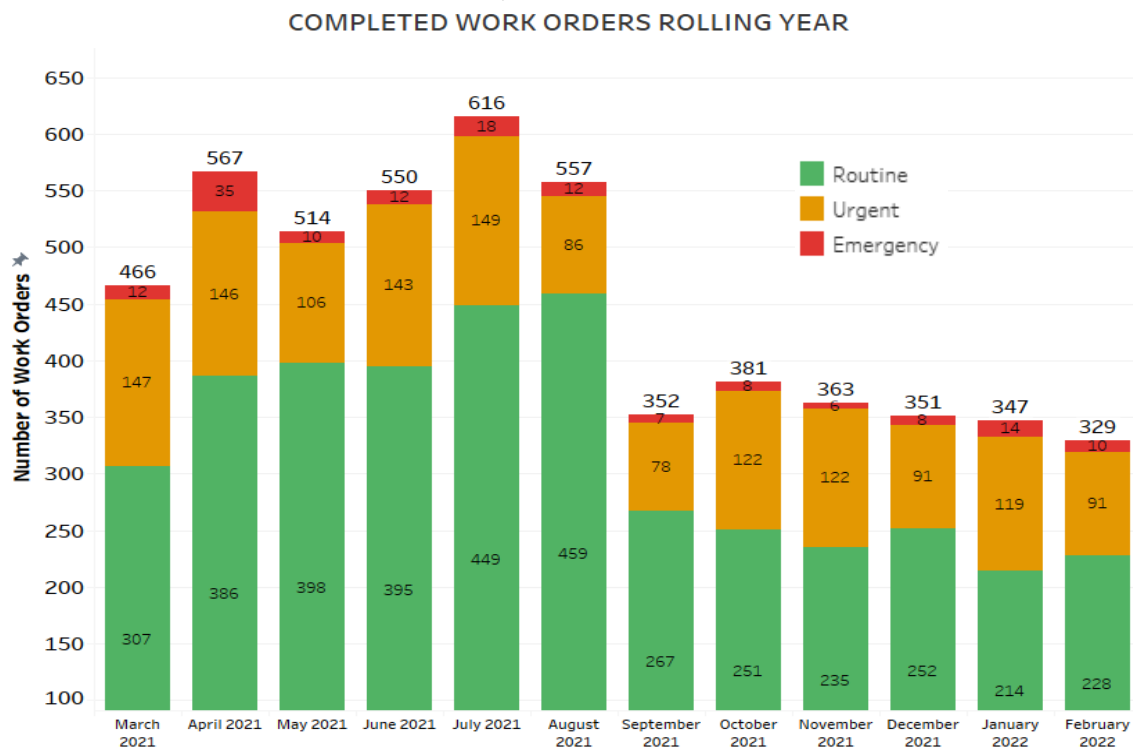
This data reflects the collective forces of the Turn and Leasing teams efforts to maintain a monthly benchmark of 20 days or less. Leasing days did increase over the last month as well as the overall turn numbers. Notwithstanding the challenges of closed offices, teleworking and social distancing, the teams worked hard to quickly house families as soon as possible. Property Management accomplished a rolling average turn day (ATD) of 65 days.

The following chart breaks apart the turns based on the turn type. 4 turns were for regular reasons and averaged 74 key-to-key days, 1 turn was unusual which averaged 29 days. We are continuing to find ways to reduce these overall key-to-key times. Leasing will soon transition to Rental Assistance to provide an overall support and better collaboration for the leasing team members. Turn days and processes are being evaluated for additional improvements.



### 3.4 Work Orders

This chart summarizes the completed work orders by month. In February, 100% of the emergency work orders were completed within 24 hours and all urgent work orders completed within 72 hours. We are still holding on routine workorders however, some of these are addressed as items upgrade to urgent status. We are working on a plan for addressing routine work orders and unit inspections. The goal is to move forward and slowly phase in these processes in the month of April. A plan for how we will tackle both, in a safe way for tenants and staff, is still being developed.



# **FEBRUARY FUN FACTS**

**February is dedicated to Black History Month, honoring the triumphs and struggles of African Americans throughout history!**

## **DATES TO REMEMBER**

- 2/1 HULA IN THE COOLA DAY
- 2/1 CHINESE NEW YEAR
- 2/2 CREPE DAY
- 2/2 GROUNDHOG DAY
- 2/3 NATIONAL SWEATER DAY
- 2/4 WEAR RED DAY
- 2/5 NATIONAL PLAY OUTSIDE DAY
- 2/6 INTERNATIONAL FROZEN YOGURT DAY
- 2/11 DONT CRY OVER SPILLD MILK DAY
- 2/12 GLOBAL MOVIE DAY
- 2/13 SELF-LOVE DAY
- 2/14 VALENTINES DAY
- 2/19 CHOCOLATE MINT DAY
- 2/21 PRESIDENTS DAY
- 2/22 NATIONAL SUPERMARKET EMPLOYEE DAY
- 2/23 NATIONAL DOG BISUIT DAY
- 2/24 NATIONAL CHILI DAY
- 2/25 RUBBER DUCKY DAY
- 2/26 WORLD PISTACHIO DAY
- 2/27 INTERNATIONAL POLAR BEAR DAY
- 2/28 NATIONAL CUPCAKE DAY

## **DID YOU KNOW**

**IF YOU WERE BORN IN FEBRUARY, YOUR BIRTHSTONE IS AN AMETHYST AND YOUR FLOWER IS PRIMROSE. YOUR ASTROLOGICAL SIGN IS AQUARIUS AND ARE KNOWN TO BE DESTINED FOR STARDOM BECAUSE THE MONTHS OF JANUARY AND FEBRUARY CORRELATE WITH CREATIVITY AND IMAGINITIVE PROBLEM-SOLVING.**





## T.H.A.'S PET OF THE 1ST QUARTER!



MEET BUDDY & FATBOY! THESE CUTIES ARE BROTHERS. AT THE YOUTHFUL AGE OF 3 YEARS OLD THEY ARE EXTERMELY LOVING SINCE THEY WERE JUST WEE LITTLE KITTENS. THEIR MOM SHARES WITH US THAT BUDDY ENJOYS NAPS AND OBSERVING EVERYTHING FROM HIS WINDOW. HE ALSO FULLY ENJOYS A GOOD TREAT. FATBOY APPRECIATES THE ART OF DESTROYING EVERYTHING IN ADDITION TO EXPLORING AND PICKING ON HIS BROTHER. THEY ARE VERY SPOILED AND LOVED WITHOUT A DOUBT. THANK YOU TO THESE BEAUTIFUL BOYS FOR BEING OUR DUO PET(S) OF THE QUARTER!





**TACOMA HOUSING AUTHORITY**

**NEW BUSINESS**



# **Resolution 1**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2022-03-23 (1)

**Date:** March 23, 2022  
**To:** THA Board of Commissioners  
**From:** April Black  
Executive Director  
**Re:** Wise Consulting Services Contract for Yardi

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*This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to enter a contract with Wise Consulting Services.*

### Background

Previously, THA Board of Commissioners (BOC) approved an estimated 18-month project to implement YARDI, an asset and property management Software as a Service (SaaS) product (THA BOC Resolution 2022-01-26(1)). In an effort to ensure a wholistic design and provide departments with additional subject matter expertise (SME) that they need to be successful with this implementation, we are recommending bringing on Wise Consulting Services.

THA staff from various departments interviewed 6 firms to select a SME consultant. Wise Consulting was determined to be the best fit for the agency. Wise has extensive experience and expertise in helping Housing Authorities implement the Yardi Solution. Due to the critical timing, this modified solicitation process was used instead of a formal RFP process. With consultation from legal, it was determined that executing the contract with Wise Consulting is appropriate under the emergency procurement clause from THA's Procurement Policy; and, RCW 39.04.280, this service contract is eligible under THA's authority for a sole-source procurement and for the special and unique market conditions for these services.

This is an hourly contract, and the term is to begin as soon as it is executed and signed. The contract represents Wise Consulting providing 2 resources x15 hours per week per resource x 78 weeks at an hourly rate of \$180.00, not to exceed 2,340 hours, unless otherwise approved by both parties.

### Recommendation

Approve the Executive Director executing a contract with Wise Consulting Services.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2022-03-23 (1) (Wise Consulting Services Contract for Yardi)**

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

**WHEREAS**, The Housing Authority of the City of Tacoma (“Tacoma Housing Authority” or “Authority”) has substantial needs for application software for the administration of its operations, all to better serve its low and moderate-income housing community and other services through the various programs administered by the Authority; and

**WHEREAS**, The Authority has engaged in a multi-year effort to identify and procure necessary system software, cloud services, support, and training, including installation, maintenance and service of hardware and software. That effort has included evaluation by Authority-wide personnel of many vendors, services and programs, and government service providers under federal and local programs; and

**WHEREAS**, The costs associated with this contract are within the overall Yardi implementation budgeted for 2022; now, therefore, be it

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

Approve THA’s Executive Director entering a contract with Wise Consulting Services.

**Approved: March 23, 2022**

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Stanley Rumbaugh, Chair

# **Resolution 2**



# TACOMA HOUSING AUTHORITY

## RESOLUTION 2022-03-23 (2)

**Date:** March 23, 2022

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Contract with Pierce County for Tacoma Schools Housing Assistance Program

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*This resolution would approve an extension of the contract with Pierce County for the Tacoma Schools Housing Assistance Program (TSHAP).*

### Background

The Tacoma Schools Housing Assistance Program (TSHAP) provides housing supports in the form of rapid rehousing, diversion, and/or other one-time assistance to Tacoma Public Schools (TPS) students experiencing homelessness or housing insecurity and their families. These students are identified as McKinney-Vento by the school district, reflecting a special investment and designation from the federal government.

In December 2021, the THA Board of Commissioners approved Resolution 2021-12-8 (4) to extend TSHAP through August 31, 2022, and sunset the program by that date. At that time, staff communicated challenges with the contracted provider, including a lack of capacity, a high need for training and technical assistance, and a need for oversight and accountability structures. These challenges continue, with the provider not having materialized a plan for sunseting the program. To ensure currently engaged and waiting families receive continuity of services, we recommend extending the contract through 2022. This extension would allow THA and Pierce County to consider alternative ways to serve these families and ensure continuity of services. This extension would not change the contract funding amount.

### Recommendation

This resolution recommends adopting Resolution 2022-03-23 (2) to extend the Tacoma Schools Housing Assistance Program through December 31, 2022.



# TACOMA HOUSING AUTHORITY

## **RESOLUTION 2022-03-23 (2)**

### **(Pierce County Contract for Tacoma Schools Housing Assistance Program)**

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

**WHEREAS**, THA, TPS, and Pierce County Human Services share a vested interest to serve families with children and improve outcomes for students and the schools that serve low-income families; and

**WHEREAS**, The contract has been rewritten to extend the term through 2022; and

**WHEREAS**, The contract will be in effect through December 2022; now, therefore, be it

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

THA's Executive Director is authorized to extend the Pierce County contract for housing for the Tacoma Schools Housing Assistance Program.

**Approved: March 23, 2022**

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Stanley Rumbaugh, Chair