



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

May 25, 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

REGULAR MEETING Board of Commissioners

WEDNESDAY MAY 25, 2022

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, May 25, 2022, at 4:45 pm via Zoom.**

<https://us02web.zoom.us/j/81552710062> / Meeting ID: 815 5271 0062 / Dial: (253) 215-8782

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

I, Sha Peterson, certify that on or before May 18, 2022, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

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

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

Sha Peterson
Executive Administrator



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

APRIL 27, 2022, 2022, 4:45 PM

Zoom: <https://us02web.zoom.us/j/81552710062> / Meeting ID: 815 5271 0062 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of April 27, 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. **ADMINISTRATION VERBAL REPORTS**
 - 7.1 Finance
 - 7.2 Administrative Services
 - 7.3 Client Support and Empowerment
 - 7.4 Rental Assistance
 - 7.5 Property Management
8. **NEW BUSINESS**
 - 8.1 2022-05-25 (1) Approval to Amend THA's 2022 MTW Plan
 - 8.2 2022-05-25 (2) Payment Standards Analysis
 - 8.3 2022-05-22 (3) Approval of Executive Director Employment Agreement
9. **EXECUTIVE SESSION if any**
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, APRIL 27, 2022

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 pm on Wednesday, April 27, 2022.

1. CALL TO ORDER

Commissioner Hodge 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
Commissioners	
	Chair Stanley Rumbaugh
	Vice Chair Shennetta Smith
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
Commissioner Pastor Michael Purter	
Staff	
April Black, Executive Director	
Sha Peterson, Executive Administrator	
Julie LaRocque, Interim Deputy Executive Director	
Jorge Perez, Finance Director	
Richard Deitz, Interim Finance Director	
	Sharrall Madden, Interim Human Resources Director
Frankie Johnson, Property Management Director	
Marquis Jenkins, Interim Property Management 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

Commissioner Hodge declared there was a quorum present @ 4:49 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Commissioner Hodge motioned to amend the minutes for the Study Session of the Board of Commissioners for Friday, October 8, 2021. It is a scrivener's error, with no substantive changes. Commissioner Young moved to adopt the minutes. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Commissioner Hodge asked for any corrections to or discussion of minutes for the Study Session of the Board of Commissioners for Friday, March 18, 2022. Commissioner Young moved to adopt the minutes. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Commissioner Hodge asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, March 23, 2022. Commissioner Young moved to adopt the minutes. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

The committee met a couple of weeks ago to discuss updates to Housing Hilltop financing and changes that are necessary. There will be a project financing packet to present to the board.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee met with the new Finance Director, Jorge Perez and discussed Housing Hilltop financing and next steps for tenant rent debts. There were a number of options. Staff will pull together cost benefit scenarios, and the committee will provide additional information at the May Board meeting.

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

Commissioner Hodge was unable to attend the meeting, but Executive Director Black provided an update. The committee discussed the Housing Opportunity Program (HOP) community feedback, policy changes and resolution coming to the Board tonight. The committee also discussed College Housing Assistance Program (CHAP) update. Staff are working with colleges and institutions and will have a follow-up discussion with Tacoma Community College and University of Washington Tacoma in the next week.

There are three out of five THA staff members on the Salishan Association Board. Staff are looking at THA's Diversity Equity and Belonging and questioning whether staff should be the majority voice governing the association. Staff will continue to have discussions regarding members of the Board.

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

The committee met last week. THA created videos of various THA properties, and Commissioner Purter noted how brilliantly it has been put together. He added that although THA provided credit to those who put the video together, credit was not given to the committee that came up with the idea. This video project will be a model that other agencies will start utilizing and the committee should receive recognition for it. ED Black recognized the commissioners' continued participation, ideas and contributions.

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

ED Black's report includes an update from The Lindsay Group.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) April Black directed the board to her report. She thanked Sha Peterson for her ongoing support of the Board and Tacoma Housing Authority (THA) as a whole. She also thanked the Board for all time and commitment they provide to THA.

The Board sub-committee meetings are very time consuming, taking away from other commitments of the Board. Finally, she thanked THA staff. The Board reports detail the work staff do in support of our community.

Highlights of Department Reports

- **Diversity, Equity and Inclusion (DEI) Work**

ED Black thanked Katie Escudero for her efforts on The Lindsay Group (TLG) feedback and improvements to the report, making it more understandable to staff. DEI discussions have started with each department and conversations are going well. The Leadership Team is receiving critical feedback and creative ideas. There will be a Board retreat May 17 at 4 pm.

- **Fiscal Year 2023**

ED Black submitted letters of support of Tacoma Community College Student Housing Center, Asian Pacific Cultural Center Renovations and Expansion, and Foundation for Tacoma Students Shared Childcare Center. She asked that the Board advocate for these requests.

- **New Partnership with Seattle Credit Union**

ED Black thanked Karen Bunce for her work on this project. Seattle Credit Union will provide a 24-hour ATM at Salishan. Staff held a kickoff meeting a couple of weeks ago and Seattle Credit Union was very enthusiastic and will be sharing their logo to be more Tacoma specific.

- **Moving to Work (MTW)**

Ed Black thanked Christine Nguyen for her work on this project. Christine was able to take a lengthy report and put it into bullet points.

- **CSE Summer Programs**

CSE is deep into summer programing, partnering with KBTC and the Grand Cinema.

- **Housing Hilltop**

There are pending decisions that will be going to the Board regarding financing, population to be served, 3rd party management, investor and lender solicitation, final name and design and Section 3 hiring goals.

Commissioner Purter thanked ED Black for doing an amazing job on all THA projects taking place during regular duty time. Commissioner Young appreciates how straight forward the MTW report is.

Roberta Schur shared the Housing Hilltop designs. During the design discussions, it came up that the building should reflect the history and culture of MLK. The Board is excited to see the images. Next step is to solicit feedback from staff and the community. The Board of Commissioners approved moving forward with the

submitted designs. These designs will also be presented at the Spring Crawl on Saturday, May 7th.

ED Black introduced THA's new Finance Director, Jorge Perez. Director Perez thanked ED Black for trusting him in the team. The Commissioners welcomed Director Perez. They are looking forward to working with him.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Interim Director Richard Deitz directed the board to the finance report.

Cash Report: total Cash is down 770k. Big changes is MTW Cash, dropped 600k from prior month. Cash held by HUD up 400k. total Unencumbered is unchanged which is quite unusual.

Commissioner Young moved to ratify the payment of cash disbursements totaling \$6,397,941 for the month of March 2022. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

8. NEW BUSINESS

8.1 RESOLUTION 2022-04-27 (1) (Approval of Property Based Subsidy Contract Extension – Crosspointe Apartments)

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

WHEREAS, THA has been providing Property Based Subsidy housing assistance payments to Crosspointe Apartments since 2019; and

WHEREAS, Crosspointe Apartments houses low-income households and homeless and near homeless students; and

WHEREAS, Failure to extend this contract may lead to a loss of affordable housing units; 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 negotiate, and if those negotiations are successful, to execute an extension to the Crosspointe Apartments Property Based Subsidy contract through 2029.

**SEVENTH AMENDMENT
to the
PROPERTY-BASED SUBSIDY CONTRACT with CWD Investments I LLC
at
HIGHLAND FLATS APARTMENTS**

APRIL 2022

The HOUSING AUTHORITY OF THE CITY OF TACOMA, WASHINGTON, a municipal corporation/political subdivision of the State of Washington, (referred to as "THA") and CWD INVESTMENTS I LLC and JGD Investments, LLC, Washington limited liability companies ("Owner") agree as follows:

THA and Owner are parties to a contract effective March 20, 2019, for the provision of providing affordable housing to low-income students ("Agreement"). They agree to the following amendments to that contract as denoted by the redlining below:

3. TERM OF AGREEMENT

This Agreement is effective as of the Effective Date. Unless the parties terminate the Agreement earlier pursuant to its terms, the initial term of this Agreement is seven (7) years (the "Term"). The parties may renew or modify this Agreement by agreement in writing. Any extension must comply with MTW Requirements.

THA and Owner agree to extend the contract term through October 31, 2029. This extends the contract term from seven (7) years to eleven (10) years.

All the other terms and conditions of the CONTRACT shall remain unchanged.

TACOMA HOUSING AUTHORITY

April Black

CWD Investments

Chad Duncan

ITS: Executive Director

ITS: Member and Manager

Date: _____

Date: _____

JGD Investments I, LLC

John Duncan
ITS: Manager

Date: _____

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

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.2 RESOLUTION 2022-04-27 (2)
(Approval of Property Based Subsidy Contract Extension – Highland Flats Apartments)

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

WHEREAS, THA has been providing Property Based Subsidy housing assistance payments to Highland Flats Apartments since 2018; and

WHEREAS, Highland Flats Apartments houses low-income households and homeless and near homeless students; and

WHEREAS, Failure to extend this contract may lead to a loss of affordable housing units; 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 negotiate, and if those negotiations are successful, to execute an extension to the Highland Flats Apartments Property Based Subsidy contract through 2029.

FOURTH AMENDMENT
to the
PROPERTY-BASED SUBSIDY CONTRACT with CWD Investments I LLC
at
HIGHLAND FLATS APARTMENTS

FEBRUARY 2022

The HOUSING AUTHORITY OF THE CITY OF TACOMA, WASHINGTON, a municipal corporation/political subdivision of the State of Washington, (referred to as "THA") and CWD INVESTMENTS I LLC, a Washington limited liability company ("Owner") agree as follows:

THA and Owner are parties to a contract effective October 31, 2018, for the provision of providing affordable housing to low income students ("Agreement"). They agree to the following amendments to that contract as denoted by the redlining below:

2. TERM OF AGREEMENT

This Agreement is effective as of the Effective Date. Unless the parties terminate the Agreement earlier pursuant to its terms, the initial term of this Agreement is seven (7) years (the "Term"). The parties may renew or modify this Agreement by agreement in writing. Any extension must comply with MTW Requirements.

THA and Owner agree to extend the contract term through 2029. This extends the contract term from seven (7) years to eleven (11) years.

8. TENANCY

8.1 Lease

The tenant lease between the Owner and each Family (the "Lease") must be approved by THA. It shall comply with all THA requirements, MTW requirements and the laws of Tacoma, the State of Washington and the United States. The Lease shall be substantially in the form of Exhibit D. The term of the Lease shall be for one year and Owner is prohibited from renewing the Lease for more than two (2) additional consecutive lease terms for a maximum duration of three (3) years, unless waived by change in THA policy or a THA Executive Action in response to a natural disaster or pandemic. Tenants shall be notified of this limitation in their Lease. NOTE: This three year limit does not apply to the occupancy of Previous Tiki Residents who occupancy one of the seven (7) initial vacancies pursuant to section 7.1.2. The Lease shall require all Tenants to obtain renters' insurance and provide proof of the same to the Owner

All the other terms and conditions of the CONTRACT shall remain unchanged.

TACOMA HOUSING AUTHORITY

CWD Investments

April Black
ITS: Executive Director

Chad Duncan
ITS: Member and Manager

Date: _____

Date: _____

JRO Ventures I, LLC

JGD Investments I, LLC

Josh Obendorf
ITS: Manager

John Duncan
ITS: Manager

Date: _____

Date: _____

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.3 RESOLUTION 2022-04-27 (3)
(Approval of Revision to THA's Administrative Plan: Local Preferences)

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

WHEREAS, the Administrative Plan relates to the administration of THA's voucher programs and is required by HUD; and

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

WHEREAS, THA seeks to fill units set aside for homeless households in its portfolio with referrals from Pierce County's Coordinated Entry System; and

WHEREAS, Changes to the Administrative Plan must be approved by THA Board of Commissioners; now, therefore, be it

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

THA's Executive Director is authorized to revise THA's Administrative Plan adding the following chapter for the administration of the local preferences:

4-III.C. SELECTION METHOD

PHAs must describe the method for selecting applicant families from the waiting list, including the system of admission preferences that the PHA will use [24 CFR 982.202(d)].

Local Preferences [24 CFR 982.207; HCV p. 4-16]

PHAs are permitted to establish local preferences, and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences. HUD also permits the PHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with the PHA plan and the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources.

THA Policy

THA will select all households by date and time of application. There will only be preferences for the following:

- The Executive Director will, at his discretion, identify when, and if, to make a set number of HOP subsidies available in response to a federally-declared disaster. When these vouchers are made available, households that can document that they have been displaced by a presidentially declared Major Disaster Declaration (MDD) will be eligible for this preference. Displaced households will be able to apply, even if the waiting list is closed, and receive this emergency preference. In order to qualify the applicant must provide evidence that the family resided in the disaster area before occurrence. Eligibility will be verified by Tacoma Housing Authority. To demonstrate need the applicant may provide, as verified by FEMA, an assessment of damage to their property showing their pre-disaster residence is either uninhabitable or inaccessible. Applicant should provide documentation demonstrating a lack of, or insufficient insurance coverage to meet housing needs. Applicants must also meet PHA program eligibility requirements.
- The PHA will offer a preference to any family that has been terminated from its HCV program due to insufficient program funding.

~~• **THA will offer a preference to the Families in Transition program**~~

- **THA will offer a preference to eligible homeless households referred by Pierce County's Coordinated Entry system for its homeless set aside units.**
- THA will also offer preferences for RAD exits, PBV exits, displacement due to disaster, and transfers.
- THA will allow those on the transfer waitlist to be served ahead of those on the regular waitlist in accordance with Chapter 12 of THA's ACOP. As of July 1, 2020 THA may offer a Housing Choice Voucher subsidy to households on the transfer waitlist for the following reasons:

Emergency Transfer
Reasonable Accommodation
Over-housed
Under-housed

Until a comprehensive transfer waitlist policy revision is completed, households that refuse a Housing Choice Voucher offer will remain on THA's transfer list.

When conducting a waitlist pull to fill units that are set-aside for specific populations (such as homeless families, families with children, senior and/or disabled families etc.) THA may contact each family to determine if they qualify for the unit based on their household composition prior to conducting a waitlist pull. If the family does not meet the specified set aside for the vacant unit or does not respond within 10 business days, THA may skip over the family. This process

prevents THA from selecting applicants from the waitlist who are not eligible for the available unit(s).

THA will provide a special programs preference. This preference is given to applicants who have been approved to participate in a program for which THA has received a special allocation of vouchers.

When the waitlist is suspended or closed, applications from households who are being referred for these targeted or special assistance programs will continue to be accepted and placed on the waitlist. **This includes filling units that are set-aside for specific populations.** These applications will be processed in the order the referral was received from the partner agencies.

These targeted or special assistance programs are as follows:

Veterans Administration – Supportive Housing (VASH)

This program serves veterans experiencing homelessness. Households are referred by caseworkers at the Veteran’s Administration and must be actively engaged in case management services with the VA to be eligible.

Youth & Family Special Programs

These programs serve families with children who are homeless, at risk of homelessness, at risk of separation as a result of poor living conditions, exiting THA recognized emergency shelters or transitional housing, and survivors of domestic violence. Referrals are made from supportive service providers and government child welfare agencies that are operating under a written agreement with THA to provide housing search, crisis intervention, housing stabilization, and/or case management services to participants. Examples include Family Unification Program, CHOP and FYI.

College Housing Assistance Program

This program serves students who are homeless or at risk of homelessness who are enrolled in post-secondary education. Referrals come from higher education institutions that are operating under a written agreement with THA.

Voucher Programs for Non-Elderly & Disabled Households

THA administers a limited number of NED Vouchers which are utilized to serve households whose head, co-head or spouse is non-elderly and disabled who are transitioning from a nursing home or other healthcare institution. Referrals are made from agencies operating under a written agreement with THA and providing services to households.

THA administers a limited number of Mainstream Vouchers which are utilized to serve households with a disabled adult household member under the age of 62. For this allocation, the head, co-head or spouse does not have to have a disability. Qualifying applicants will be offered these vouchers in the following order:

1) Current residents in THA owned units with a disabled adult household member under the age of 62, but only during a specified time period designated by THA, determined by agency need.

2) Current applicants on THA's waitlist with a disabled adult household member under the age of 62, but only during a specified time period designated by THA, determined by agency need.

3) Applicants referred by:

A consortium of partnering agencies that are operating under a written agreement with THA to provide services to participants. Referral applicants must have a disabled adult household member under the age of 62, and meet at least one of the following criteria:

- transitioning out of institutional and other segregated settings
- at serious risk of institutionalization
- previously experienced homelessness and currently a client in a permanent supportive housing or rapid rehousing program
- currently experiencing homelessness or at risk of experiencing homelessness during a specified time period designated by THA, determined by agency need.

Any public notice announcing a waiting list opening and application procedure will be simple, direct, and clear but with sufficient detail to inform applicants of the time and place to apply, any limitations on who may apply, and any other information the applicant may need to successfully submit the application. The notification process will also comply with HUD fair housing requirements, such as adopting suitable means to assure that the notice reaches eligible individuals with disabilities and those with limited English proficiency.

THA will select from the waitlist after the lottery in a sequential manner. Only those with a preference mentioned above will be eligible to be pulled before those on the waitlist.

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

8.4 RESOLUTION 2022-04-27 (4)
(Extension of Project Based VASH Voucher Contract: Parkland Manor)

WHEREAS, THA has provided project-based housing assistance to Parkland Family Vista LLC's Parkland Manor property since 2012; and

WHEREAS, Parkland Family Vista LLC provides housing for low income, chronically homeless Veterans in the community; and

WHEREAS, a ten year extension will allow THA and Parkland Family Vista LLC to continue to provide housing assistance to low income, chronically homeless Veterans; and

WHEREAS, Failure to extend this contract would lead to a loss of affordable housing units; 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 execute an extension of THA's PBVASH Voucher Contract with Parkland Family Vista LLC for ten (10) years:

CONTRACT EXTENSION AGREEMENT
to the
HOUSING CHOICE VOUCHER PROGRAM
VETERANS ADMINISTRATION SUPPORTIVE HOUSING
(VASH)
PROJECT-BASED ASSISTANCE
HOUSING ASSISTANCE PAYMENT CONTRACT FOR PARKLAND
MANOR

March 21, 2022

The HOUSING AUTHORITY OF THE CITY OF TACOMA, WASHINGTON, a municipal corporation/political subdivision of the State of Washington, (referred to as "THA") and Parkland Family Vista LLC (referred to as "GRANTEE") agree as follows:

1. THA and GRANTEE are parties to a ten-year (10) contract dated January 5, 2012, for the provision of project-based voucher assistance for the property of Parkland Manor on behalf of THA ("CONTRACT"). They agree to the following Contract Extension Agreement to that contract.

2. EXTENSION OF CONTRACT TERM

2.1 The original ten-year (10) contract effective date began January 5, 2012. THA and GRANTEE agree to extend this existing contract by an additional ten years (10) beginning January 5, 2022 and expiring on January 5, 2032.

3. CONTRACTED UNITS

3.1 Exhibit A

The parties to this contract executed a First Amendment to the original contract on November 23, 2018, and a Second Amendment to the original contract on May 19, 2019. These Amendment identify the units that THA provides payment for in the form of project-based voucher assistance. For the purposes of this Contract Extension Agreement to that contract, Exhibit A below identifies the contracted project-based units.

THA and GRANTEE agree the following units receive THA's project-based voucher payment:

Unit Number	Unit Size
B104	1
B202	3
C109	1
C208	2

3.2 Tacoma Housing Authority agrees to pay HAP on the units listed in Section 3.1 of this Contract Extension Agreement in accordance with the original CONTRACT. All future adjustments in Rent to Owner will be pursuant to the requirements of and provisions set forth in the HAP Contract and all previous Amendments.

4. All the other terms and conditions of the CONTRACT shall remain unchanged.

[Signatures Follow]

TACOMA HOUSING AUTHORITY

**PARKLAND FAMILY VISTA
LLC**

April Black
Executive Director

Mieko Gray
Interim CEO

Date: _____

Date: _____

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.5 RESOLUTION 2022-04-27 (5)
(Extension of Project Based VASH Voucher Contract: Pacific Courtyard)

WHEREAS, THA has provided project based housing assistance to MDC's Pacific Courtyard property since 2012; and

WHEREAS, MDC provides housing for low income, chronically homeless Veterans in the community; and

WHEREAS, a ten year extension will allow THA and MDC to continue to provide housing assistance to low income, chronically homeless Veterans; and

WHEREAS, Failure to extend this contract would lead to a loss of affordable housing units; 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 execute an extension of THA's PBVASH Voucher Contract with MDC for ten (10) years:

CONTRACT EXTENSION AGREEMENT
to the
HOUSING CHOICE VOUCHER PROGRAM
VETERANS ADMINISTRATION SUPPORTIVE HOUSING
(VASH)
PROJECT-BASED ASSISTANCE
HOUSING ASSISTANCE PAYMENT CONTRACT FOR PACIFIC
COURTYARD

March 21, 2022

The HOUSING AUTHORITY OF THE CITY OF TACOMA, WASHINGTON, a municipal corporation/political subdivision of the State of Washington, (referred to as "THA") and Metropolitan Development Council (referred to as "GRANTEE") agree as follows:

5. THA and GRANTEE are parties to a ten-year (10) contract dated January 26, 2012, for the provision of project-based voucher assistance for the property of Pacific Courtyard on behalf of THA ("CONTRACT"). They agree to the following Contract Extension Agreement to that contract.

6. EXTENSION OF CONTRACT TERM

6.1 The original ten-year (10) contract effective date began January 26, 2012. THA and GRANTEE agree to extend this existing contract by an additional ten years (10) beginning January 26, 2022 and expiring on January 26, 2032.

7. CONTRACTED UNITS

7.1 Exhibit A

The parties to this contract executed a First Amendment to the original contract on May 8, 2019. This Amendment identifies the units that THA provides payment for in the form of project-based voucher assistance. For the purposes of this Contract Extension Agreement to that contract, Exhibit A below identifies the contracted project-based units.

THA and GRANTEE agree the following units receive THA's project-based voucher payment:

Unit Number	Unit Size
A5	2
A7	1
C3	1
C6	1
D2	1
D7	1
E2	1
F6	1

7.2 Tacoma Housing Authority agrees to pay HAP on the units listed in Section 3.1 of this Contract Extension Agreement in accordance with the original CONTRACT. All future adjustments in Rent to Owner will be pursuant to the requirements of and provisions set forth in the HAP Contract and all previous Amendments.

8. All the other terms and conditions of the CONTRACT shall remain unchanged.

TACOMA HOUSING AUTHORITY

**METROPOLITAN
DEVELOPMENT COUNCIL**

April Black
Executive Director

Mieko Gray
Interim CEO

Date: _____

Date: _____

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.6 RESOLUTION 2022-04-27 (6)

**INTERGOVERNMENTAL COOPERATIVE PURCHASING
AGREEMENT WITH HOUSING OPPORTUNITIES OF SW
WASHINGTON (HOSWWA) TO PROCURE REAL ESTATE FINANCIAL
SERVICES.**

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

Whereas, the Tacoma Housing Authority seeks to secure a consultant to assist in Real Estate Financial Services; and

Whereas, THA has previously utilized inter-local, cooperative purchasing agreements within- and out-of-state public agencies; and

Whereas, the real estate financial services needed by THA are available through the Housing Opportunities of SW Washington (HOSWWA) through a competitively bid contract with J.H. Brawner & Company; and

Whereas, Chapter 39.34 RCW The Interlocal Cooperation Act permits public agencies to cooperate and exercise joint powers in carrying out their public purposes, including the purchase of goods and services; and

Whereas, the THA routinely enters into Intergovernmental Cooperative Purchasing Agreements with other public agencies in order to reduce the cost of contracts and supplies; and

Whereas, the Housing Opportunities of SW Washington (HOSWWA) has used competitive bidding procedures which are substantially the same as THA's to obtain a reasonable and fair price for the Real Estate Financial Services needed by THA and is willing to enter into an Intergovernmental Cooperative Purchasing Agreement allowing THA to piggyback on their existing contract at a comparable price.

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

The Executive Director is authorized to sign an Intergovernmental Cooperative Purchasing Agreement with the Housing Opportunities of SW Washington (HOSWWA) substantially in the form attached for the purpose of securing the services of J.H. Brawner & Company to provide financial analysis and real estate development services.

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

**8.7 RESOLUTION 2022-04-27 (7)
(Sunsetting the Housing Opportunity Program)**

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

WHEREAS, the Administrative Plan relates to the administration of the Housing Opportunity Program (HOP) and is required by HUD; and

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

WHEREAS, Tacoma Housing Authority’s Housing Opportunity Program (HOP)’s flat subsidy and 5 year time limit has demonstrated less successful programmatic outcomes in comparison to the Housing Choice Voucher program (HCV); and

WHEREAS, Tacoma Housing Authority seeks to improve the likelihood of securing housing and achieving self-sufficiency for the households served; and

WHEREAS, Tacoma Housing Authority aims to align the Child Housing Opportunity Program (CHOP) with national best practices around child reunification; and

WHEREAS, staff consulted a wide array of program participants, landlords and community members; and

WHEREAS, changes to the Administrative Plan must be approved by THA Board of Commissioners; now, therefore, be it

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

THA’s Executive Director is authorized to revise THA’s Administrative Plan Chapters 15, 17, and 18, related to the Housing Opportunity Program in the following ways:

Policy Proposal	Administrative Plan Section Requiring Revision
<p>INTENT TO SUNSET PROGRAM</p> <p>Effective May 1, 2022, THA will no longer issue new HOP subsidies. HOP households (excluding CHAP) will no longer be subject to the five-year time limit.</p> <p>Using a phased implementation plan (see New Section: Chapter 18 PART XXV SUNSETTING THE HOUSING OPPORTUNITY PROGRAM in THA’s Administrative Plan) HOP households will be transferred to the HCV program if and when they have a qualifying event that requires THA to end their current HOPP contract (i.e., relocation, move, or port).</p> <p>Remaining households will stay on HOP and be subject to the same rules and rent calculations used for the Housing</p>	<p>CHAPTER 18- HOUSING OPPORTUNITY PROGRAM</p> <p>New Section –</p> <p>PART XXV SUNSETTING THE HOUSING OPPORTUNITY PROGRAM (HOP)</p>

Policy Proposal	Administrative Plan Section Requiring Revision
<p>Choice Voucher Program. The effective date of the new rent calculation and rule change will be determined when a qualifying event triggers a recertification (i.e., annual recertification, landlord requested rent change, or change in household composition).</p> <p>All HOP households are expected to be subject to the new rent calculation and program rules no later than December 31, 2023</p>	
<p>HOP TRANSFERS TO HCV</p> <p>Current shoppers and HOP households that move, relocate, or port-out will be transferred to the Housing Choice Voucher (HCV) program in a phased approach based on the following <u>proposed</u> timeline:</p> <ul style="list-style-type: none"> • Beginning June 1, 2022, all active shoppers on HOP, CHOP, CHOP FRC, & CHAP will be re-briefed and issued an HCV. • Beginning July 1, 2022, current HOP households who move, relocate, or request to port-out (events that warrant a new voucher to be issued) will be transitioned to HCV at the effective date of those actions. 	<p><i>New Section –</i></p> <p>18.XXV.A HOP TRANSFERS TO HCV</p>
<p>HOP RENT RECALCULATION & RULE CHANGE</p> <p>Current HOP households who do not move or relocate will remain on the HOP program to ensure they do not experience a disruption to their housing. The family's share of rent and THA's housing assistance payment (HAP) will be recalculated based on the household's income (see Chapter 6 Part III of the Administrative Plan). These households will also be subject to the same rules used for the Housing Choice Voucher (HCV) program in a phased approach based on the following <u>proposed</u> timeline:</p> <ul style="list-style-type: none"> • Beginning July 1, 2022, landlord requested rent changes and household composition changes will trigger a recalculation and rule change at the effective date of those actions. • Beginning September 1, 2022, all other households will undergo rent recalculation and rule change at the date of their next recertification. 	<p><i>New Section –</i></p> <p>18.XXV.B HOP RENT RECALCULATION & RULE CHANGE</p>

Policy Proposal	Administrative Plan Section Requiring Revision
<p>HARDSHIP FOR HOUSEHOLDS WHOSE HAP WILL DECREASE</p> <p>Households that will experience a decrease in THA’s housing assistance payment (HAP) at the time at the time they transfer to the HCV program or undergo an income-based rent recalculation will have a three-month grace period during which THA’s HAP will not change.</p> <p>If the household’s new share of the rent exceeds the contract rent, they will be subject to receive zero HAP for up to six months under the new program rules (see 12-I.B. FAMILY NO LONGER REQUIRES ASSISTANCE [24 CFR 982.455]), yet they will still receive their previous HAP for the first three months of the six-month period. If the household’s circumstances change during that, they may request an interim recertification to have the HAP reinstated.</p>	<p><i>New Section –</i></p> <p>18.XXV.C HARDSHIP FOR HOUSEHOLDS WHOSE HAP WILL DECREASE</p>
<p>CHOICE MOBILITY</p> <p>Effective, May 1, 2022, households exercising Choice Mobility will be offered a Housing Choice Voucher.</p>	<p>17-VII.C. CHOICE MOBILITY</p> <p>17-XI.F. CHOICE MOBILITY</p>
<p>RENTING FROM RELATIVES</p> <p>THA will seek authorization to expand our authorization from the 2014 MTW plan to allow HCV households to rent from relatives when:</p> <ul style="list-style-type: none"> • A household cannot lease up because of poor credit • A household would rely on the relative to help with childcare • A household with poor rental history has remediated the root causes of for the bad rental history • A household cannot lease because of poor criminal history that has shown proper rehabilitation 	<p>Chapter 15 PART IV: SHARED HOUSING [24 CFR 982.615 through 982.618] 15- IV.A. OVERVIEW</p>

Policy Proposal	Administrative Plan Section Requiring Revision
<p>CHILDREN’S HOUSING OPPORTUNITY PROGRAM REQUIREMENTS</p> <p>Effective May 1, 2022, THA will no longer require that participants in the Children’s Housing Opportunity Program (CHOP) and Family Recovery Court (CHOP FRC) meet non-housing related requirements for continued eligibility. These households will be held to the same program requirements as households in the Family Unification Program (FUP).</p>	<p>Chapter 18 PARTXXIII: FAMILY OBLIGATIONS 18-XVI.B. FAILURE TO COMPLY</p>

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.8 RESOLUTION 2022-04-27 (8) **(Approval of Project-based Voucher Contracts)**

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

WHEREAS, Pioneer Human Services is the highest scoring respondent and will be awarded up to 25 project based vouchers; and

WHEREAS, Pioneer Human Services is an established, qualified service provider for people exiting corrections; and

WHEREAS, The effective date of each contract will be up the discretion of the Executive Director; and

WHEREAS, Each contract will be negotiated with the property and will be in effect for up to fifteen years (15); 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 execute Project Based Voucher (PBV) Housing Assistance Payment (HAP) contracts with Pioneer Human Services.

To: April Black, Executive Director
From: Katie Escudero, Interim Director of PIE
Jess Thompson, Project Manager II
Date: February 8, 2022
Re: Re-entry Housing Proposal (DOC-CHAP voucher set-aside)

Background

Over the past few years Tacoma Community College (TCC) and Tacoma Housing Authority (THA) have held discussions around expanding the College Housing Assistance Program (CHAP) to serve students who began their post-secondary studies in prison and intended to continue their education at TCC upon release. This expansion was proposed because TCC was one of three schools in the state to administer the Second Chance Pell Grant Pilot Program at the Mission Creek Corrections Center for Women (MCCCW) and the Washington Corrections Center for Women (WCCW). This provided a unique opportunity to serve justice-involved students interested in pursuing an Associate's or Bachelor's degree.

However, as CHAP ramped up and went from serving 75 households with tenant-based subsidies to serving nearly 300 with the addition of property-based subsidies, the expansion to serve students exiting the Department of Corrections (DOC) was delayed. As TCC worked in collaboration with Corrections Education and Re-entry staff to develop program plans and proposals, a couple of external evaluations were being conducted which raised a few red flags about participants' experiences and outcomes on CHAP. Specifically, we were learning that the majority of students who applied and were accepted to CHAP were never successful at leasing up. Additionally, many of the participants were being exited from the program for being unable to meet program requirements. Expanding the program to students releasing from prison would require that the program would be designed in a way that required robust supports and supportive landlords.

Though TCC, DOC, and THA continued to explore DOC-CHAP, the COVID pandemic brought about a major disruption. The potential challenges and barriers that were already coming up in conversations around DOC-CHAP were only magnified as staff had to begin to take into consideration what program administration would look like if solely online and what would the student experience be like if it allows for only virtual participation (from a population that might not have the equipment or technical literacy required). THA was left questioning if we wanted to be a position to terminate assistance in cases where someone was a good tenant, abiding by the conditions of their community

supervision (if they were under supervision to begin with), but are unsuccessful on the academic front despite their best efforts.

In the end, the PIE team assessed this approach and determined it inadvisable to move forward with DOC-CHAP for the following reasons:

- Corrections Education programs are intended to graduate a person prior to release. We have not been able to get figures on how many people exit midway through their post-secondary career.
- This population is already eligible to participate in the CHAP program. The definition of homelessness includes students exiting a correctional facility without a housing plan. We have not been able to determine the value of offering these vouchers in a separate, standalone program.
- The re-entry navigators at the college serve all two-year schools in the county. We do not believe it is wise to limit eligibility to only students attending TCC. Additionally, we were advised by subject matter experts at the Vera Institute that a partnership with a technical college might be more appealing to participants.
- More generally, CHAP is not demonstrating positive outcomes for the general student population. We do not advise expanding a program that has not proven successful, especially with a population that faces even greater systemic barriers.
- As a result of COVID, college coursework and processes have largely moved online. This presents an additional barrier as it requires the technical know-how and experience to navigate a predominately online educational experience. People exiting prison may not have the necessary skills to participate in online education effectively and successfully without supplemental support and resources.

Partnership Exploration

Once PIE determined that DOC-CHAP, as originally envisioned, might not be the best approach, staff consulted with the housing department of DOC. PIE staff were interested in learning about other potential referral pathways and more immediate ways to utilize these subsidies while getting clearer on the needs and barriers of the diverse populations exiting the criminal justice system. Despite a shared interest in serving this population, PIE staff did not feel the partnership was a strong fit for the following reasons:

- DOC was primarily interested in housing support for the time in which the individual is under their case management or supervision. Whereas THA aims to provide longer term housing support that stabilizes households and provides opportunities to strive towards long-term goals, such as education and good wage-earning jobs.
- Re-entry navigators only provide case management for 12-18 months. After that period, the participant does not receive access to case management.

- Given the lessons learned from CHAP and other “boutique” programs, it was important to THA staff that a program and partnership in this arena be led by the service provider with THA doing what we do best – providing the housing dollar. We sought to quickly get something stood up, but it became clear that THA would need to lean in heavily to design something new for a relatively small population.

PBV Proposal

PIE and Rental Assistance (RA) staff have been discussing alternative approaches to serving people exiting or having recently exited corrections.

Our proposal is to partner with a service provider that has housing units that can be dedicated to the re-entry population. Leases at the property will be time limited to ensure unit turnover. However, residents who have been successful in the program but unable to compete on the rental market without housing assistance, will be offered a move-on voucher to rent on the private rental market. If the changes to HOP are approved, staff anticipate that an HCV move-on voucher will help minimize the financial burden associated with renting in Tacoma. Additionally, we are seeking a service provider that will continue to provide some support and limited case management to participants who have moved out.

PIE and RA staff recommend using the set-aside subsidies in this way for the following reasons:

- The proposal addresses immediate and long-term housing options.
- Supportive services and case management is already available and not time limited.
- Income-based subsidies help ensure people recently exiting jail or prison who are not yet employed can afford rent. It also provides some cushion should they want to pursue post-secondary pathways or job training.
- With a move-on voucher, households should be able to transition to the private market without experiencing a significant increase in rent.
- Participants can build rental history, reducing a barrier to renting on the private market.
- The interested service provider has an established referral source and currently takes referrals from DOC, TCC, and other agencies working with people exiting corrections.

We have released an RFP for up to 25 project-based vouchers set to close March 4, 2022. We have at least one interested party that we expect to respond to the RFP.

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

8.9 RESOLUTION 2022-04-27 (9)
(Remote Work Program for flexibility)

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

WHEREAS, During the pandemic, following state guidelines and for the safety of all employees, the agency has required employees to remote work and maintain great customer service; and

WHEREAS, This policy will provide a framework for establishing, evaluating and authorizing remote work arrangements where advantageous and appropriate.

WHEREAS, The proposed policy will positively impact THA's work culture and enhance work/life balance.

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

THA's Executive Director is authorized to adopt a new Remote Work Program.

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

**8.10 RESOLUTION 2022-04-27 (10)
(Emergency Mitigation Services)**

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

WHEREAS, On November 6, 2021, THA staff notified interested potential vendors and publicly advertised on (Washington Electronic Business Solutions (WEBS) for Emergency Mitigation Services: Fire, Water and Smoke Damage; and

WHEREAS, Three firms submitted proposals by the deadline of November 30, 2021; and

WHEREAS, The highest scoring responsible and responsive proposal was Quality Restoration; and

WHEREAS, We received documentation the business is now doing business as Next Level Restoration, LLC, (d/b/a ServPro) and we will be signing under this name; and

WHEREAS, There will be two contracts signed: one for the taxable properties in the amount of \$150,00 and the other for non-taxable properties (Salishan Seven and the four units at Hillside 1500 block; and

WHEREAS, ServePro is an approved vendor with our insurance carrier (Philadelphia); now, therefore, be it

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

THA's Executive Director is authorized to execute a contract with Next Level Restoration, LLC (d/b/a as ServPro) one in the amount of \$50,000 for non-taxable properties and \$150,000 for taxable properties for a total of \$200,000.

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

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

Commissioner Purter thanked ED Black and THA staff for their work providing services to THA customers during the pandemic. Commissioner Young added that the Board report says a lot and, he appreciates THA's reputation in the community. Commissioner Hodge echoed the comments from Commissioners Purter and Young and thanked staff for their hard work. She had an opportunity to attend the 14th Annual Destiny Award and the Walk on Hilltop with Derek Kilmer in April. She is proud of how ED Black handled herself. She also thanked Sha Peterson for her efforts in making sure everything is in order. Commissioners Young and Purter echoed her thanks.

10. EXECUTIVE SESSION

The Board went into executive session at 6:09 pm for 36 minutes to discuss (1) pending legal claim, and (2) evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. The Board came back to regular session at 6:45 pm.

Commissioner Young made a motion related to the pending legal claim to the extent that the insurance is able to meet an agreeable amount to the settlement, Executive Director April Black or Administrative Services Director Sandy Burgess is authorized to sign a contract on behalf of Tacoma Housing Authority. Commissioner Purter seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: April 27, 2022

Stanley Rumbaugh, Chair

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:46 pm.

APPROVED AS CORRECT

Adopted: May 25, 2022

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Chair Stanley Rumbaugh
Commissioner Derek Young
April Black
Roberta Schur
Sandy Burgess
Jorge Perez
Julie LaRocque

Finance Committee

Commissioner Derek Young
Commissioner Minh-Anh Hodge
April Black
Richard Deitz
Duane Strom
Julie LaRocque

Community Partnerships and Advocacy Committee

Vice Chair Shennetta Smith
Commissioner Pastor Michael Purter
April Black
Nick Tolley
Frankie Johnson
Marquis Jenkins
Julie LaRocque

Housing, Education, Services and Partnership Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge
April Black
Katie Escudero
Jess Thompson
Aley Thompson
Cacey Hanauer
Julie LaRocque

Diversity, Equity and Inclusion Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge
Cacey Hanauer
Frankie Johnson
Sharrall Madden
Marquis Jenkins
Jeanne Thurston
Aley Thompson
Julie LaRocque



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Executive Director
Date: May 25, 2022
Re: Executive Director's Monthly Report

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

1.1. Board Retreat

Thank you, Commissioners, for participating in the May 17th Board Retreat. I truly appreciate this group of Avengers. Your varying skills, experience and backgrounds paired with your common commitment to public service and drive for social justice make you a mighty team to lead our work.

Dr. Lindsay is requesting two more four-hour sessions with us in the coming months. Sha will coordinate schedules so we can continue moving our DEIB work at the Board-level.

1.2. Organizational Assessment Follow Up

Since receiving the Organizational Assessment from The Lindsay Group, THA has been meeting with the individual departments to “ground truth” the assessment and recommendations. We used the attached ‘Listening Tour Guide’ in each meeting. The next step will be comparing the notes of each department meeting and making recommendations to the Staff Steering Committee about immediate and mid-term next steps.

1.3. Staff DEIB Steering Committee

We have now formed a staff DEIB Steering Committee. This group will help guide our work moving forward.

1.4. Learning and Development

The Leadership Team and Staff Steering Committee will participate in a four-module Learning and Development course with The Lindsay Group. This will happen May 23-June 13. The goal is to gain common understanding of anti-oppressive concepts. The two groups are participating in this learning ahead of THA staff to help assess the L+D program. We want to be sure the program is trauma-informed, respectful of all staff, understandable to a variety of audiences, and a worthwhile use of staff time.

2. Housing Hilltop

THA staff have been reviewing multiple financing scenarios to include in the Investor/Lender solicitation documents set to go out this week. Within those scenarios, we attempted to use a worst-case scenario for both the Board and potential Investors/Lenders. Highlights include:

- A THA contribution to the project of roughly \$10 million. This is an increase from \$7 million we've talked about for the past year.
- Assumes we can't renegotiate the Amazon loan.
- Rents are affordable to households at 54% of AMI rather than 60%. This means we are gaining slightly deeper affordability without the use of project-based vouchers. Tenant based voucher holders will be able to lease these units.
- A 10% construction contingency.
- Assumes THA management of the property.

THA will continue to look for ways to reduce the THA contribution. The three top items are:

- Renegotiate the Amazon loan
- Compare THA costs to 3rd party management costs and choose the less expensive option if it makes sense.
- Add project-based voucher income and the accompanying prevailing wage costs. The net would still be a financial benefit to the project.

THA has adequate reserves to make a \$10 million contribution, but the funds could otherwise be used for housing acquisition. We have reviewed this information with both the Finance and Development Subcommittees. At the meeting I will ask if any commissioners wish to redirect our recommendation *that THA increase its maximum contribution to the Housing Hilltop project to \$10 million.*

3. Pierce County Housing Authority Merger Discussions

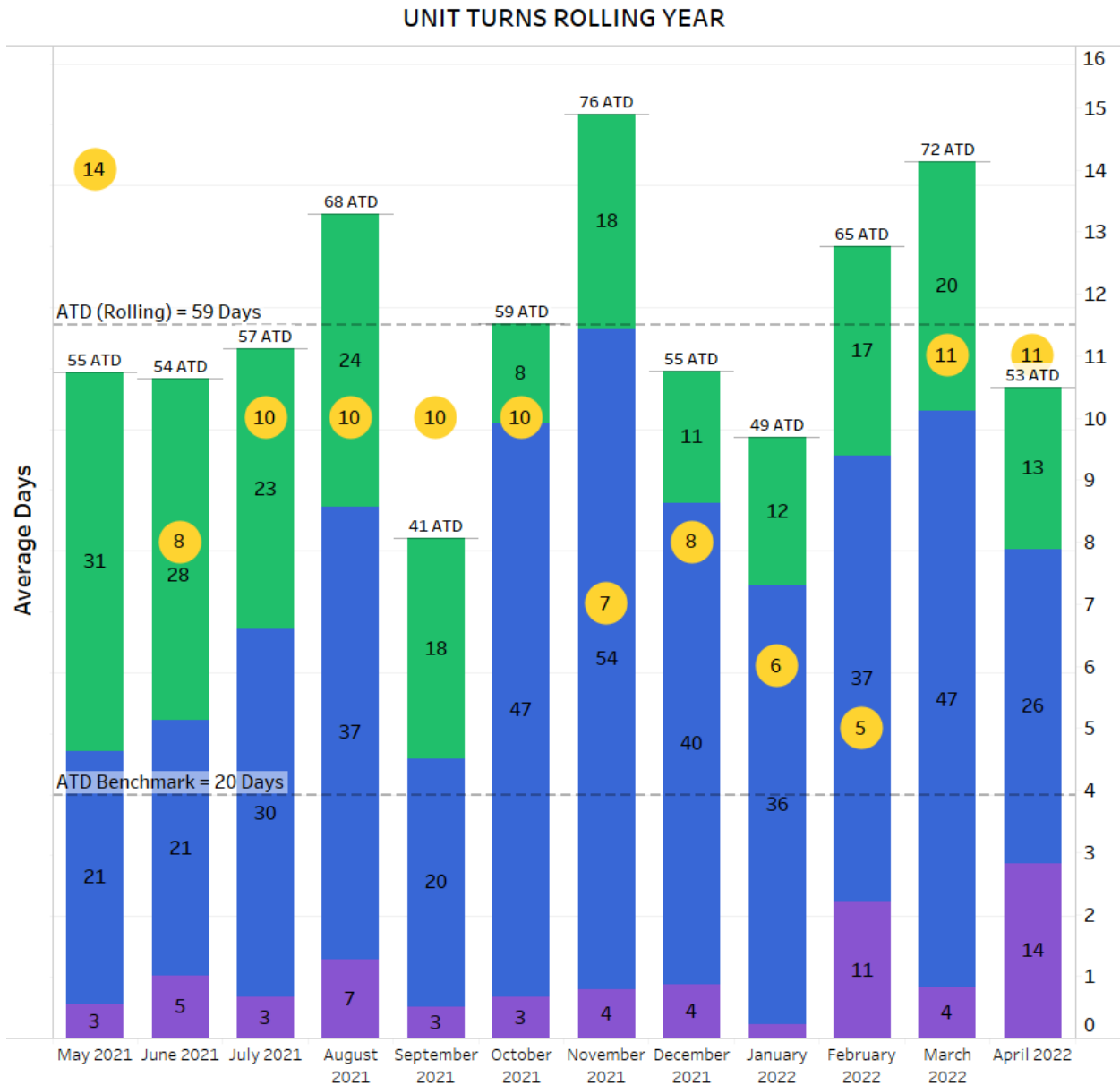
Attached to this report you will find a memo related to the Pierce County Housing Authority merger discussions. You will see in that memo that I am not recommending that we pursue a merger at this time. I hope we can discuss this at the Board meeting and get your endorsement to share the memo and recommendation with the Pierce County Council and the Pierce County Housing Authority Board.

4. Unit Turns and Tenant Rent Payments

4.1. Vacant Unit Turn Status

Previously, we have made a delineation between units that categorized as regular turns and those with prohibitive factors making them difficult to turn within our turn goal. Moving forward, all unit turn reports will reflect the turn goal for every unit, with specificity on those units with details on those units and their progress.

As of month, ending April 30, 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 and downtime days increased, while repair/make ready days decreased significantly. 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 58 days.

4.2. Tenant Rent Payments

An interdepartmental team of THA staff have been analyzing our uncollected rents in THA's portfolio and planning for the impacts of voucher tenants' unpaid rents in the private market. Katie Escudero is now leading an assessment of how to address this issue.

In response to the COVID-19 pandemic and state and federal eviction moratoria, the Tacoma Housing Authority (THA) has not been issuing notices for non-payment of rent nor subsequent repayment plans to residents of its housing portfolio for the past two years. As of mid-May 2022, 522 active THA portfolio households had accumulated \$933,311 in late rent and other fees since March 1, 2020.

DEBTS ACCUMULATED BY PORTFOLIO RESIDENTS SINCE MARCH 1, 2020

Category	Amount Owed
Rent	\$ 858,002.14
Maintenance	\$ 32,799.98
Miscellaneous	\$ 16,757.43
Security Deposit	\$ 13,213.72
Utilities	\$ 6,114.98
Legal	\$ 3,823.13
Retroactive	\$ 1,559.79
Other	\$ 939.95
Late Fees	\$ 100.00
TOTAL	\$ 933,311.12

An analysis performed at the end of 2021 identified that Black, Indigenous, and people of color-headed households had disproportionately high rates of debts owed to THA. While THA does not have access to the data on its Housing Choice Voucher (HCV) households who are renting on the private market, there is historical data from the 2020 late rent program that THA implemented. Staff observed that HCV households were served at 1.5x times the rate as portfolio residents at nearly twice the dollar amount.

During this same time, the CARES and American Rescue Plan Act-funded Treasury Rental Assistance Program (T-RAP), administered by Pierce County, has made rental assistance available to those who have fallen behind on rent and utilities, including residents of subsidized housing. However, uptake has been lower than expected among THA residents and when households do apply, there has been a long wait period before receiving assistance. The program also comes with administrative complexity for landlords who accept the assistance.

THA's Leadership Team is analyzing the benefits and costs of leveraging its unrestricted reserves to pay off its portfolio residents' debts accumulated during the pandemic to ensure housing stability, improve resident well-being, and save staff time and resources. While THA does not have an empirical way of estimating the size and scale of the issue among its voucher holders

who are renting on the private market, for equity reasons, this proposal includes a stability fund that voucher holders can access to pay off late rent and other debts. The unprecedented impacts of the pandemic coupled with the complexity of new tenant protections and laws around noticing and rent collection have THA considering this one-time action.

Clearing these debts has potential psychological and cognitive benefits beyond the scope of this analysis. A recent study compared impacts among people in poverty before and after debt relief and observed that those with more debts paid off "experienced greater improvements in cognitive functioning, reported less anxiety, and became less present-biased." This one-time support has the potential to not only economically stabilize households but also improve the well-being among THA's clients by providing some security and relief after a stressful and traumatic two years.

In addition to the non-quantifiable benefits to the people THA serves, this proposal responds to the anticipated administrative burden navigating this massive effort and traversing a backed up, complex new eviction pilot program. While staff attempt to capture this in the analysis, the calculation is likely an underestimate of the staff and administrative costs of future rent collection efforts. For example, if residents default on their repayment plan, the process can start over again. There is potential to address the issue multiple times with the same household. Without historical data to reference, it is beyond the scope of this analysis to estimate how many noticing, repayment, and dispute resolution processes are potentially repeated among the same household.

Finally, there are community-wide benefits to this proposal, some of which are quantifiable and included in the analysis. Less housing instability and terminations mean less entries to an already-taxed homelessness system. Additionally, Pierce County late rent assistance funding is not infinite, and all landlords are not as willing as THA to work with its residents. By drawing less on finite local funds and preserving it for those who are at most risk of housing instability, Pierce County can target that limited assistance to households who are most at risk.

The Board can expect to see a fuller analysis and proposal at the June meeting. We will consult with the Finance Committee before bringing a proposal forward to the full Board.

THA Leadership Listening Tour Guide

As you hold space to hear employees' perspectives/feedback on the report, you'll observe many conflicting interests. One of the most challenging aspects of conducting an effective listening tour is keeping conversations focused on the goals.

THA Leadership Listening Tour Framework

We recommend that you prepare an agenda in alignment with the prescribed framework below. The goals and a list of questions for the stakeholders will ensure you get exactly what you're looking for during each conversation. Feedback provided by employees during the listening sessions should be used to inform the process of planning for both, short and long-term, organizational change efforts. THA Leaders facilitating these experiences should emphasize the intention of the listening tour, which is designed to further amplify the voices and understand the needs of all THA employees.

	Goal 1:	Goal 2:	Goal 3:	Goal 4:
Introduction	Reflecting on Our Need for Change	Identifying our Opportunities for Growth	Identifying our Ideas for Improvement	Considering Potential Actions for Change
1. State the objective and goals of this listening tour. Explain that feedback provided will be seriously considered by leadership in organization-level decision-making. 2. Ask the group to contribute to developing ground rules for the space to prompt psychological safety and accountability.	1. Reflecting on the organizational assessment report, what are the greatest areas of improvement (challenges) for THA — right now? 2. What is causing that challenge? 3. What are some areas you feel we need more support or resources? 4. Share positive experiences you've had at THA.	1. What are our biggest opportunities for growth and improvement at THA?	1. Do you see any solutions to our some of the challenges we've identified? 2. What ideas do you have to help us improve THA? 3. Where should we as the THA community focus our attention?	1. What would we need to do to make our ideas happen? 2. How would you like to collaborate with leaders in the coming months?

Points to Consider

Although, it's likely you won't agree with every piece of feedback or idea offered during your listening tour. It's important to listen and seriously consider what every team member has shared. Use these transitional phrases to acknowledge the person's thoughts before moving on.

- That's an interesting perspective.
- Thank you for sharing that.
- I appreciate you sharing that idea.
- Thank you for your feedback.
- I'll be sure to take it into consideration.



TACOMA HOUSING AUTHORITY

Date: May 25, 2022
To: THA Board of Commissioners
From: April Black
Subject: Assessment of Merger Options with Pierce County Housing Authority

1. Background

The Pierce County Council passed a resolution on March 23, 2021, stating:

The Pierce County Council supports ongoing collaboration between the Office of the Pierce County Executive, the Pierce County Council, the Pierce County Housing Authority, and the Tacoma Housing Authority to explore the potential for more efficient and effective provision of housing to the residents of Pierce County including, but not limited to, consolidation among existing housing authorities.

Neither THA nor PCHA were informed of this resolution prior to Pierce County Council review and approval.

Since this resolution the County has been completing audits of Pierce County Housing Authority's financials and property conditions. I have also been meeting with PCHA's Executive Director on a weekly basis to discuss operations and opportunities for coordination. The pending merger discussion is impacting Pierce County Housing Authority's ability to hire and has created a cloud of uncertainty for both housing authorities.

2. What we know:

- PCHA has a committed, knowledgeable Executive Director ready to make the agency a better community asset.
- PCHA has new Board members with experience serving on a housing authority board, deep connections in the community, and the ability to help PCHA become more financially sound.
- PCHA is a non-MTW public housing authority, subject to traditional HUD rules and funding calculations.
- The voucher program is significantly underutilized, meaning they have allocated vouchers and funding that have not been used. The unused funding has now been recaptured by HUD and the only way to regain this funding is to increase utilization while under its existing non-MTW HUD funding structure.
 - According to a January 2022 assessment by the Seattle HUD offices, PCHA had between 150-355 available vouchers to lease. These vouchers equate to \$1,740,000 to \$4,128,000 of rental subsidy per year. PCHA has reported these conditions have changed since January and they are

spending more per voucher to meet the market challenges. They will continue to monitor options to use more vouchers and HUD funding, as allowable under HUD regulations.

- According to HUD, underutilization of vouchers is common across the country. Leasing efforts have been hampered by the impacts of the pandemic, increasing rents, and decreasing vacancy rates.
- PCHA has over 122 single-family public housing units and 2 duplexes. These units represent a lot of opportunity.
 - Their net value is roughly \$40M from recent appraisals with estimated sales and relocation costs of \$8M. The \$40M can be used to leverage into \$400M to \$500M in new affordable apartments using other subsidies.
 - If PCHA decides to dispose of these units, the tenants in these units will be eligible for vouchers that will be awarded by HUD. This will bring new voucher funding into the agency.
 - If PCHA decides to dispose of these units, single family homes could be an excellent homeownership opportunity. With some creativity and funding, the homes could be sold to low-income and/or first-time homebuyers.
 - PCHA will have an opportunity to consider ways the single-family homes could be collateralized to update its unsubsidized portfolio.
- PCHA owns a large unsubsidized housing portfolio.
 - Most, if not all, of the units in the portfolio need work.
 - Some of the properties need to be redeveloped.
 - The portfolio represents a lot of opportunity.
 - The units could be converted to public housing, making rents deeply affordable to low-income renters and bringing new rental subsidy into the portfolio and agency.
 - Depending on the funding structure, PCHA could charge more rent. The tenant's increase would be covered by subsidy. The increased rents would increase unrestricted cash flow into the agency.
 - Depending on the funding structure, PCHA could serve higher needs populations in their portfolio in partnership with service providers.
 - PCHA could cross-collateralize the portfolio to fix it up and/or redevelop it.

3. Opportunities and Risks

Given the request by the County to consider a merger of the two agencies, I've populated the following table describing some of the opportunities and risks/challenges associated with collaboration or a merger. I have placed a 'C' next to opportunities that could be accomplished with collaboration or without a merger.

Opportunities	Risks/Challenges
Operations	
<ul style="list-style-type: none"> Shared jurisdiction (C): would allow THA to lease vouchers and purchase or develop housing anywhere in Pierce County Reduce duplication of back-office operations Align priorities Countywide (C) 	<ul style="list-style-type: none"> PCHA has very low overhead. It's unclear the value of operational expenses that could be eliminated with a merger (there is no IT or HR department, all operational and Finance FTEs would likely need to be filled at a merged agency. That leaves the Director positions, software costs) The two housing authorities are not currently operating with the same Customer Relations Management Software. Software conversions to merge operations would take at least 18 months. There are differences in philosophy and priorities between the residents of Tacoma and rural Pierce. The same is true of the Tacoma and Pierce County governments. Aligning priorities might not be feasible nor in the best interest of the constituents. PCHA is non-MTW. It would be expensive and burdensome to operate a MTW and non-MTW program as a merged agency. We do not yet know if we can share MTW authority with PCHA.
Vouchers	
<ul style="list-style-type: none"> Shared jurisdiction (C): THA customers are experiencing increasing success in finding housing outside of Tacoma city limits. We want to allow tenants to live where they want to live without porting them to PCHA. 	<ul style="list-style-type: none"> THA and PCHA currently have different payment standards and program rules. Having both PHAs operating in a new shared jurisdiction could be confusing for landlords and customers.

Opportunities	Risks/Challenges
<ul style="list-style-type: none"> • PCHA has a lot of project-based voucher capacity. This could make new tax credit deals more viable and get housing built more quickly in the community. (C) • PCHA's voucher program is valuable. (C) 	<ul style="list-style-type: none"> • The voucher program is significantly underutilized. If THA were to absorb the PCHA program and move it to MTW, all unused funds would be permanently lost. This loss could be up to \$4M per year.
Portfolio: Single-family homes	
<ul style="list-style-type: none"> • Approximately \$40MM in net appr. value. (C) • There is an opportunity to dispose of the units, get new vouchers, move subsidy and capital to existing PCHA unsubsidized apartments. (C) • New tenant protection vouchers will come to the agency if units are disposed of. (C) • Affordable homeownership opportunity (C). 	<ul style="list-style-type: none"> • Units need repair. • Limited sources of funds for repairs. • Limited tenant relocation options. • Limited funds to make units affordable to low-income homebuyers within the agency taking a financial loss. • Inefficient and high cost to the number of clients served
Portfolio: Unsubsidized apartment units	
<ul style="list-style-type: none"> • If unused PCHA vouchers were placed in the portfolio as PBVs the properties could generate unrestricted cash flow. (C) • Redevelopment potential. Could add more units in better condition. Potential new funding opportunities coming that must be used before 2025. (C) • Could be converted to public housing units: <ul style="list-style-type: none"> ○ Section 18 to RAD conversion (C) ○ THA's Faircloth units (C) • Could use PBVs to serve higher needs populations in partnership with service providers. This would/could be supportive of Pierce County government's goals. (C) 	<ul style="list-style-type: none"> • Many buildings/units are in need of repair. • Some complexes should be torn down and redeveloped. • PCHA doesn't have its own development capacity to redevelop or reposition its assets. • The incomes of existing tenants is unclear, making the options funding options less clear. • Apartments are currently rented well-below market and not generating adequate cash flow.

4. Recommendation

Based on the review of all available information and consultation with THA Leadership staff, I do not recommend pursuing a merger at this time. My recommendation is based on the following:

- The community would see a loss of up to \$4M in potential federal funds if the two housing authorities merged right now;
- Most of the opportunities that exist to better serve Pierce County low-income residents exist with or without a merger; and
- Both housing authorities are going through software conversions to improve customer service and data management. These conversions are time-consuming, costly, and distracting. I do not recommend adding a further distraction.

I recommend the two housing authorities jointly revisit this question in two years (mid-2024) and continue to coordinate efforts and programs until then.



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$6,144,663 for the month of April 2022.

Approved: May 25, 2022

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of April 2022

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Accounts						
Accounts Payable Checks	Check #'s	95,625	-	95,671		
Accounts Payable ACHs	ACHs	1,118	-	1,164		
Business Support Center				659,316	Program Support	
Moving To Work Support Center				110,018		
Moving To Work Buildings (used by Support Center)				30,797		
Tax Credit Program Support Center				35,286		
Section 8 Programs				28,044	Section 8 Operations	
Arlington Crisis Residential Center				20	Properties	
Hillsdale Heights				46		
Highland Crest Apts				24		
Hilltop Lofts				11		
James Center				57		
KeyBank Building				439		
Outrigger				10		
Prairie Oaks Operations				1,002		
Salishan 7				4,929		
Alberta J Canada Bldg				210		
THDG - General				5,316	THDG	
Saravida Building				5,259	Development	
James Center				249		
Hillsdale Heights				475		
Bus Development Activity				4,209		
CS General Business Activities				1,250	Client Support	
Department of Commerce Funding for Crisis Residential Center				214,625		
Community Services MTW Fund				10,953		
Education Private Grants (Gates, etc.)				200		
AMP 6 - Scattered Sites				10	Public Housing	
AMP 9 - HT 1500 - Subsidy				1,472		
THA SUBTOTAL				1,114,227		
Hillside Terrace 2 & 1500				1,832	Tax Credit Projects - Reimbursable	
Bay Terrace I & II & Community Facility				5,202		
Housing Hilltop LLLP				98,230		
Arlington Youth Campus				872		
Court F (The Rise)				1,719		
Renew Tacoma Housing				11,115		
Salishan 1 - Salishan 6				7,207		
TAX CREDIT SUBTOTAL (Operations & Development - billable)				126,177		1,240,404
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	485,546	-	485,652	193,614	
	ACHs	17,923	-	18,854	3,823,215	\$ 4,016,829
Payroll & Payroll Fees - ADP						\$ 887,430
TOTAL DISBURSEMENTS					\$	6,144,663



TACOMA HOUSING AUTHORITY

Date: May 25, 2022

To: THA Board of Commissioners

From: Richard Deitz
Associate Director of Finance

Re: Finance Department Board Report

1. FINANCIAL STATEMENT

I present the April 2022 disbursement report for your approval.

The Finance Department is submitting the financial statement for the period ending March 31, 2022. The financials represent a snapshot of where we currently stand financially and provide an early indication of what areas may need additional attention. As these financials represent a short period of time, they are more prone to significant variances related to timing issues and other temporary anomalies. We do our best to take these anomalies into account as we project what our financials will look like at the end of the year based on the information we currently have. We also know that our plans and expectations will continue to change through the year, and we will update our projections to reflect these changes.

As previously noted, first-quarter numbers can be significantly impacted by temporary timing differences that will resolve over the course of the year. These timing differences are what is driving the current deficit of \$441,527 shown on Line 51 – Surplus/(Deficit) before Capital Expenditures. This deficit was expected as we were waiting for HUD to complete their 2021 reconciliation before requesting additional MTW HAP or CFP funds. We also have not received developer fees from the Rise or Arlington Youth Campus or any of the Waterfall payments from the Tax Credit properties. Once these timing differences are resolved, we anticipate finishing the year with a healthy operating surplus of \$1.9 million, as displayed on Line 51. We have not had much activity for capital items, with expenses primarily related to closing out the 902 remodel and IT projects. A few of the more significant items budgeted in this area are the Housing Hilltop funding gap, property acquisitions, and the Yardi implementation.

For this report, general themes will be addressed.

- *Line 1, HAP reimbursements* – We are significantly under budget Year to date; however, we are running much closer to budget than in 2021. There are two primary factors leading to this gap. The first is that our 2022 HAP and other MTW spending is currently running under budget, and as a result, we do not have the anticipated expenses to draw the total amount of funds available. Some timing differences further enlarge the gap. We did receive our 2022 funding notice from HUD in early May, which contained a 2.7% Renewal Inflation Factor with 100% proration. We budgeted flat funding for 2022, so this will provide THA with an additional \$1.34 million of available MTW funds. This increase will be reflected as we progress through the year and will be drawn down throughout the year. As of the end of March, we had not submitted a reconciliation or draw to HUD.

- *Line 5 – Capital Fund Operating Revenue* – This is primarily a carryover of funds from 2019, which we have until 2024 to expend. Our MTW program needs will dictate the timing of drawing these funds down from HUD. If current trends continue, we may delay the drawing of these funds until 2023 to maximize the utilization of our MTW voucher funding.
- *Line 6, Other Government Grants* – The majority of the revenue in this category is tied to grants for the Arlington Campus to fund many of the services shown on *Line 29 – Tenant Services – Other*. The under expenditure in this area has led to the lower than anticipated first-quarter revenue.
- *Lines 15 – 25 – Administrative Expense* – We are significantly under budget for the first quarter in almost all areas. Much of this is simply timing. We have a number of new positions budgeted for 2022 that we are still in the process of hiring. As we bring these new employees onboard, our salary and benefits costs should come more in line with the budget as we continue through the year. While it is not evident in the first-quarter numbers, we see a significant increase in travel and training in the second quarter, and we anticipate that this trend will continue through the end of the year.
- *Lines 26 – 30 – Tenant Service* – The Tenant Service area is under budget as a whole for the first quarter. In the Salaries and Benefits area, the underspending results from unfilled vacancies. As noted earlier, the underspending in *Tenant Service - Other* is primarily related to grant-related spending at the Arlington Campus, which we anticipate will accelerate later in the year.
- *Line 31 – Utilities* – This is for utilities at 902, the FIC, and the other THA owned properties. The first quarter is usually askew due to the timing of the bills, which are in many cases bi-monthly.
- *Lines 32 – 36 – Ordinary Maintenance and Operations* – This category is running slightly under budget; however, we know that we are missing some maintenance costs related to James Center North that will be reflected in future reports. Our medical and dental expenses for our Maintenance staff are running over budget, and we expect this trend to continue throughout the year.
- *Line 39 – Other General Expense* – In total, this area is in line with the budget; however, significant timing-related issues create variances at the individual line-item level. An example of this is on *Line 39 – Other General Expense*, which includes a once-a-year leasehold excise tax payment of \$65K that is included in the first quarter.
- *Line 43 – Section 8 HAP Payments* – This line item is currently running under budget; as the year progresses, we anticipate that this variance will be reduced. A portion of the variance is due to delayed billing for rapid rehousing and slower than budgeted lease-ups for Mainstream, Foster Youth to Independence and Emergency Housing Vouchers. We have also not seen the anticipated rise in average HAP for our project-based vouchers (PBV) units. It is anticipated that the planned rent increases will increase our PBV-related HAP costs in the second half of 2022.

2. INVESTMENTS

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at .27%. The Washington State Local Government Investment Pool currently provides a return rate of .23%.

3. AUDIT

The Washington State auditors have not yet provided a start date to begin work on the audit for 2021. We anticipate that the Washington State auditors will continue doing most of their work remotely. They will most likely work on the Single audit concurrently with the financial audit and finish up with the Accountability audit. The entrance conference will be determined after the auditors let us know when they will officially start working on the audit.

4. BUDGETS

There is no update at this time.

5. YEAR END UPDATE

There is no update at this time.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	March-22				Thru 12/31/2022		
	CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS							
1 HUD grant - Section 8 HAP reimbursement	12,462,235	12,462,235	15,444,572	-19.31%	60,348,940	61,778,289	-2.31%
2 HUD grant - Section 8 Admin fee earned	1,263,520	1,263,520	1,254,864	0.69%	5,054,080	5,019,458	0.69%
3 HUD grant - Community Services	47,144	47,144	49,416	-4.60%	188,576	197,662	-4.60%
4 HUD grant - Public Housing subsidy	3,274	3,274	7,500	-56.35%	19,852	30,000	-33.83%
5 HUD grant - Capital Fund Operating Revenue	0	0	62,500	-100.00%	0	250,000	-100.00%
6 Other Government Grants	357,202	357,202	540,713	-33.94%	1,928,806	2,162,852	-10.82%
7 Tenant Revenue - Dwelling rent	679,223	679,223	684,891	-0.83%	2,771,231	2,739,564	1.16%
8 Tenant Revenue - Other	34,782	34,782	37,154	-6.38%	144,694	148,615	-2.64%
9 Management Fee Income	768,608	768,608	824,899	-6.82%	3,159,432	3,299,594	-4.25%
10 Other Revenue	790,424	790,424	865,204	-8.64%	3,361,696	3,460,814	-2.86%
11 Other Revenue - Developer Fee Income	0	0	308,350	-100.00%	1,233,400	1,233,400	0.00%
12 Other Revenue - T/C Waterfall Payments	0	0	560,500	-100.00%	2,012,308	2,242,000	-10.24%
13 Investment income	16,968	16,968	11,913	42.44%	67,872	47,650	42.44%
14 TOTAL OPERATING RECEIPTS	16,423,380	16,423,380	20,652,475	-20.48%	80,290,888	82,609,898	-2.81%
OPERATING EXPENDITURES							
Administrative Expenses							
15 Administrative Salaries	1,876,354	1,876,354	2,642,511	-28.99%	9,606,933	10,570,043	-9.11%
16 Administrative Personnel - Benefits	644,418	644,418	943,463	-31.70%	3,222,091	3,773,852	-14.62%
17 Audit Fees	0	0	18,999	-100.00%	75,994	75,994	0.00%
18 Management Fees	105,257	105,257	153,783	-31.55%	514,029	615,132	-16.44%
19 Office Expense	559,331	559,331	585,797	-4.52%	2,237,322	2,343,189	-4.52%
20 Legal	39,546	39,546	119,275	-66.84%	447,400	477,100	-6.23%
21 Travel/Training	9,638	9,638	113,863	-91.54%	403,552	455,454	-11.40%
22 Other administrative expenses	710,245	710,245	824,524	-13.86%	3,165,980	3,298,097	-4.01%
23 Due diligence - Perspective Development	9,860	9,860	312,500	-96.84%	975,000	1,250,000	-22.00%
24 Contingency	0	0	26,250	-100.00%	0	105,000	-100.00%
25 Total Administrative Expenses	3,954,649	3,954,649	5,740,965	-31.12%	20,648,301	22,963,860	-10.08%

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		March-22				Thru 12/31/2022		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
26	Tenant Service - Salaries	304,198	304,198	438,033	-30.55%	1,536,198	1,752,131	-12.32%
27	Tenant Service Personnel - Benefits	118,482	118,482	173,756	-31.81%	598,335	695,026	-13.91%
28	Relocation Costs	0	0	750	-100.00%	3,000	3,000	0.00%
29	Tenant Service - Other	372,449	372,449	657,480	-43.35%	2,215,079	2,629,918	-15.77%
30	Total Tenant Services	795,129	795,129	1,270,019	-37.39%	4,352,612	5,080,074	-14.32%
	Utilities							
31	Total Project Utilities	79,568	79,568	109,849	-27.57%	422,904	439,394	-3.75%
	Ordinary Maintenance & Operations							
32	Maintenance Salaries	55,431	55,431	58,235	-4.82%	234,723	232,941	0.76%
33	Maintenance Personnel - Benefits	19,481	19,481	16,319	19.37%	77,924	65,277	19.37%
34	Maintenance Materials	31,185	31,185	35,849	-13.01%	130,742	143,395	-8.82%
35	Contract Maintenance	121,914	121,914	148,304	-17.79%	599,993	593,215	1.14%
36	Total Routine Maintenance	228,011	228,011	258,707	-11.87%	1,043,382	1,034,829	0.83%
	General Expenses							
37	Protective Services	15,574	15,574	22,100	-29.53%	82,294	88,400	-6.91%
38	Insurance	79,473	79,473	85,812	-7.39%	327,428	343,246	-4.61%
39	Other General Expense	169,356	169,356	116,938	44.83%	482,580	467,750	3.17%
40	Interest Expense	88,595	88,595	131,707	-32.73%	526,828	526,828	0.00%
41	Total General Expenses	352,998	352,998	356,556	-1.00%	1,419,131	1,426,224	-0.50%
42	TOTAL OPERATING EXPENSES	\$ 5,410,355	\$ 5,410,355	\$ 7,736,095		\$ 27,886,329	\$ 30,944,382	
	Nonroutine Expenditures							
43	Ext. Maint/Fac Imp/Casualty Loss	0	0	4,400	-100.00%	17,600	17,600	0.00%
44	Sec 8 HAP Payments	11,471,197	11,471,197	12,623,619	-9.13%	50,370,400	50,494,474	-0.25%
45	Total Nonroutine Expenditures	11,471,197	11,471,197	12,628,019	-9.16%	50,388,000	50,512,074	-0.25%
46	TOTAL EXPENDITURES	16,881,552	16,881,552	20,364,114	-17.10%	78,274,329	81,456,456	-3.91%
47	OPERATING SURPLUS/(DEFICIT)	(458,172)	(458,172)	288,361	-258.89%	2,016,559	1,153,442	74.83%
48	Debt Service Principal Pymt/Loan Payoffs	16,645	16,645	(49,996)	-133.29%	(78,904)	(199,982)	-60.5%
49	Surplus/Deficit Before Reserve Appropriations	(441,527)	(441,527)	238,365	-285.23%	1,937,655	953,460	103.22%
50	Reserve Appropriations - Operations	0	0	0		0	0	
51	Surplus/Deficit Before Captial Expenditures	(441,527)	(441,527)	238,365		1,937,655	953,460	
52	Capitalized Items/Development Projects	(121,425)	(121,425)	(2,749,250)	-95.58%	(10,397,000)	(10,997,000)	-5.46%
53	Reserve for Replacement	(43,163)	(43,163)	(43,163)	0.00%	(172,653)	(172,653)	0.00%
54	Revenue - Capital Grants/Sale of Property	0	0	312,500	-100.00%	1,250,000	1,250,000	0.00%
55	Reserve Appropriations - Capital	0	0	2,250,000	-100.00%	9,000,000	9,000,000	0.00%
56	THA SURPLUS/(DEFICIT)	(562,952)	(606,116)	8,452		1,618,002	33,807	

TACOMA HOUSING AUTHORITY

CASH POSITION - March 2022

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	10,374,218	0.27%
Section 8 Checking	6,679,195	0.27%
THA Affordable Housing Proceeds-Salishan	1,975,194	0.27%
THA Scattered Sites Proceeds	5,896,322	0.27%
FSS Escrows	255,572	0.27%
CSA Escrows	123,559	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	841,434	0.27%
Salishan 7 Operations	1,850,378	0.27%
Salishan 7 Security Deposit	30,802	0.27%
Salishan 7 Replacement Reserve	502,765	0.27%
Salishan 7 Operating Reserve	203,995	0.27%
Highland Crest Operations	1,621,014	0.27%
Highland Crest Replacement Reserve	625,413	0.27%
Highland Crest Security Deposit	41,298	0.27%
Outrigger Operations	653,706	0.27%
Outrigger Replacement Reserve	263,133	0.27%
Outrigger Security Deposit	21,975	0.27%
Prairie Oaks Operations	286,615	0.27%
Prairie Oaks Replacement Reserve	40,697	0.27%
Prairie Oaks Security Deposit	6,662	0.27%
Payroll Account	10,462	0.27%
HOME STREET BANK		
James Center North Operations	1,128,728	0.00%
James Center North Security Deposit	63,049	0.00%
WASHINGTON STATE		
Investment Pool	\$ 1,526,858	0.23%
1. TOTAL THA CASH BALANCE	\$ 35,024,539	
Less:		
2. Total MTW Cash Balance	\$ 195,572	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)	\$ -	
3. MTW Cash Held By HUD	\$ 10,709,126	
4. Non MTW Cash Restrictions/Obligations		
4.1 Non MTW Operational Restrictions		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,871,516	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,975,194	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,896,322	
4.20 THA Property Accounts Reserved	\$ 3,051,783	
4.201 Security Deposit Accounts	164,841	
4.202 Highland Crest Operations Reserves	320,000	
4.203 Highland Crest Replacement Reserves	625,413	

TACOMA HOUSING AUTHORITY

CASH POSITION - March 2022

4.204 James Center North Operations Reserves	230,000		
4.205 James Center North Capital	262,935		
4.206 Outrigger Operations Reserve	150,000		
4.207 Outrigger Replacement Reserves	263,133		
4.208 Prairie Oaks Operations Reserves	77,000		
4.209 Prairie Oaks Replacement Reserves	80,697		
4.210 Salishan 7 Operations Reserves	375,000		
4.211 Salishan 7 Replacement Reserves	502,765		
4.30 Rental Assistance Reserves		\$ 1,062,749	
4.301 Mod Rehab Operating Reserves	42,276		
4.302 VASH, FUP, NED, EHV & MAIN HAP Reserves	759,997		
4.303 FSS Escrows	260,476		
4.40 Prepaid Grants		\$ 1,929,564	
4.401 TPS Interlocal (CS-2017-011)	243,495		
4.402 Balmer Foundation - Education Prog (CS-2020-005)	377,937		
4.403 College Spark (PI-2018-005)	62,033		
4.404 GTCF Grant (PI-2019-005)	233,348		
4.405 Kresge Foundation - CHAP Program (RA-2019-009)	121,317		
4.406 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.407 THDG	841,434		
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$ 13,915,613	
4.70 Agency Contracted or Budgeted Commitments Remaining		\$ -	
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 13,915,613	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 20,913,354	
6. Development Advances - Project Reimbursement upon closing/draw		\$ 405,461	
6.01 Housing Hilltop LLLP	405,461		
	-		



TACOMA HOUSING AUTHORITY

ADMINISTRATIVE SERVICES



TACOMA HOUSING AUTHORITY

DATE: May 25, 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, Yardi, supporting THA's IT, and moving real estate development projects forward. This month, we are reporting on real estate development projects only.

REAL ESTATE DEVELOPMENT

1. ACTIVE PROJECTS

1.1. James Center North/Aviva Crossing

1.1.1. Capital Improvements

Minor capital repairs have been done on an as needed basis to keep the property functioning. Staff is obtaining scoping estimates for sidewalk repairs associated with the larger commercial building (western portion of site) and evaluating the roof. We have had some leaking issues with heavy rainfall. We expect part of the roof will need to be resurfaced. There may also be some HVAC units in the building that will need to be replaced in the near future as they are getting beyond useful life. We anticipate the property budget can cover these costs.

1.1.2. Leasing

CB Danforth continues to market the available commercial spaces. We have one new lease; we are negotiating a lease on another space; and have a letter of intent (LOI) from a third new tenant, an insurance company, and expect to sign a lease within the next 30 days. The property continues to cash flow well, and with these new leases, the vacancy rate is 10%.

THA settled a pending litigation claim against a business that vacated their space in 2019 before the end of their lease term. The full amount of funds has been received from the tenant. THA may use these funds to make improvements to the space that was vacated. This matter is considered closed.

1.1.3. Predevelopment

THA listed the Phase IA and Phase IB parcels at Aviva Crossing for sale in August. THA selected the offers from Koz and Mercy Housing. Staff is negotiating purchase and sale agreements with both organizations. The PSA with Koz should be signed in the next 30 days; the PSA with Mercy should follow shortly thereafter. We anticipate closing on the sale with Koz in January 2023 and closing on the sale with Mercy in Fall 2023.

JCN has adequate revenue to continue paying the quarterly interest payments on the acquisition loan. THA funds were used to pay the first principal loan installment of \$1 million due in October 2021. THA will be reimbursed from land sale proceeds.

Initial feasibility for the THA site indicates the ability to develop up to 150 units of affordable housing that THA will own. We are proposing a 4% tax credit/bond financial structure with units at 30%, 50% and 60% of AMI, and it currently looks like we can get 142 one-, two- and three-bedroom units on this portion of the site.

1.2. New Look (aka Alberta J. Canada)

Staff has begun the process of decoupling the parking lot from the Alberta J. Canada (AJC) partnership. This action is to provide land for the Housing Hilltop project that has been planned. AJC has approximately 15 residents that require parking and they will be allocated spaces at a nearby location across the street at the Forterra site. The draft parking agreement has been submitted to the investor for approval. Once approval is granted, we will obtain approval from the other lenders. We will need to amend the Ground Lease and provide an easement for parking in the south building of Housing Hilltop. We hope to complete this by the end of June.

2. DEVELOPMENT PIPELINE PROJECTS

2.1. Hilltop Master Development Plan

THA conducted its community engagement for the Hilltop in 2019. This resulted in the Hilltop Community Framework Plan. The Plan has been the guiding principle as we finalize the site layout and programming for the buildings concept and design. The Design Development documents have been completed and include 231 units of housing, 103 parking spaces and 13,179 sq. ft of commercial space.

2.1.1. 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% bond transaction; all units are projected to be at 60% of AMI. We expect to apply 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 11th, 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.
- THA is negotiating an MOU with TUPAC for the 10,000 sq ft performing art space
- THA was awarded \$3 million through the Community Project Funding program sponsored by Representative Derek Kilmer
- THA also received funding from the City of Tacoma/TCRA in the amount of \$1.9MM toward development of the project.
- New construction cost estimates were received April 8 from Walsh. We are evaluating the costs and the impact on the budget.
- Permit applications were submitted on May 5.
- Design Development plans were presented to the Board at the April Board meeting and to staff on May 11
- We anticipate issuing an RFP for lender and investor this month and selecting these before the end of July.
- The construction costs have increased by more than 20% and we are working to address ways to fill the gap. This could include putting PBVs on the property to increase our borrowing capacity. It could also include THA contributing as much as \$10 million to the project.

2.1.2. Hilltop Lofts

The project closed on the financing for the project in July 2021. The project is slightly behind schedule but is expected to be ready for occupancy in October 2022. Horizon will be coordinating with THA for the PBVs and Inside Passages (coordinated entry) for the residential lease up. Mr. Mac's and Sam and Terry's will

also be returning to the site in October. Siding will be going up shortly. The artwork of Tiffany Hammonds will be seen as part of the exterior façade:



2.1.3. Artists

THA, in collaboration with the other developers along the MLK corridor have been working with local artists to help design the exterior facades and public art at the buildings. We selected two local artists, Jeremy Gregory and Lourdes Jackson, to work with SMR on the exterior facades of the Hilltop buildings. We shared the exterior facades and overall site plan and program at the Spring Crawl on May 7 and solicited community input. Overall, the feedback was positive.

2.1.4. City of Tacoma 311 and Community Mobilization

The Hilltop Spring Crawl was a success for Tacoma Housing Authority, its partners, and the community. Over 12 booths were set up in the Forterra parking lot for a pop-up market, including local organizations and vendors. African drummers from TUPAC performed in the lot throughout the day and Tacoma Tree Foundation gave away plants and trees to community members to increase the tree canopy. Additionally, 20 Hilltop businesses along the MLK corridor participated in the event. The neighborhood was activated with community neighbors walking to visit participating businesses and join the pop-up market for activities. The Hilltop Spring Crawl also included the Virtual Marketplace, which features all the participating businesses on one site for easy shopping, even after the event.

THA staff hosted a booth in the pop-up market area and showcased the project display boards for the Housing Hilltop project. Community members were able to

see the renderings for the buildings as well as learn about the artists inspiration behind the designs and were asked to provide feedback on the project and designs. The feedback was largely positive, and people were excited to see the colorful additions to the neighborhood and have more affordable housing available.

2.2. Hilltop Eco District

Hilltop Neighborhood Association (the eco district) will be sponsoring a financial workshop for Hilltop residents on May 21. HNA is partnering with Financial Beginnings to present the workshop. During Q2 & Q3 we will also be focusing on establishing the governance structure for the organization.

2.3. Shiloh Baptist Church

RED staff began meeting with Pastor Christopher in early 2019 to discuss the possibility of helping Shiloh redevelop their non-church land. They have 5 single family homes. Two of the homes have been subdivided to assist 12 individuals with housing. THA is the church's development consultant for the project. Predevelopment funding from Impact Capital and One Pierce to support the work. The project is now fully funded. The last piece of funding from the Department of Commerce was awarded in late April. Additional funding included the City of Tacoma, Pierce County, 9% tax credits from the WA State Housing Finance Commission and a state legislative earmark Shiloh also submitted a Community Project Funding request to Rep. Kilmer's office along with companion requests to Senators Murray and Cantwell to help pay for infrastructure related costs of the project. The request is for \$750,000. We began bi-weekly design team meetings on May 10. We need to start construction by Q2 2023 in order to complete the project by the required placed in-service date of December 31, 2024. In total they plan to develop 60 units of new housing in two buildings, 40-unit buildings on S I and a 20-unit building on S. 13th Street. They are seeking PBVs from THA (either VASH or regular PBVs) to support the project. THA is not currently making forward commitments of regular project-based vouchers into non-THA properties. We have placed a premium on vouchers that are immediately available to households in need of housing.

3. Acquisitions

- 3.1.** We expect to enter into a Purchase and Sale Agreement with the owner of Highland Court by the middle of May. This is a 35-unit building in north Tacoma. Once the PSA is executed, THA will have a 30-day feasibility period and then 45 days to close on the financial transaction. We anticipate using a combination of THA funds, bank or other private debt and funding from the Department of Commerce.

REAL ESTATE DEVELOPMENT PROJECT PIPELINE

Project	Location	Brief Summary	Est. Timeframe	Other Notes
Housing Hilltop	S L St & S 11 th	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 th	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 th	Redevelop site into ~ 50 new units	TBD	
2300 Hillside	S G & S 23 rd	Interior & exterior renovation	TBD	
Hillsdale Heights	60 th & 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 th	Opportunity to acquire affordable rental property		

Salishan Core	E 44 th Street & Portland	Mixed use building	TBD	
Acquisitions		Acquire naturally occurring affordable housing	On-going	



TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: May 25, 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

Staff in Client Support and Empowerment continued to push the envelope in April, putting feet to pavement in the community to meet and reengage folks we have not been able to see in person in more than two years. This entire team continues to show up as cohesive, progressive, smart, compassionate, and driven.

CSE (Client Support and Empowerment) is made up of a complex mix of humans, funding streams, programs, and resources. That said, staff have worked to improve ease-of-access, lower barriers, engage more residents and voucher holders, and work cross-departmentally to find new and innovative ways to improve our collective work. We are deeply grateful for our partnerships that help us drive toward collective goal, including and especially our colleagues in Property Management and Rental Assistance. Over time, the three operational departments have found increased our collaborative efforts and we look forward to continuing in this cohesive way. THA's infrastructure, including PIE, Admin, Finance, and Human Resources have also been integral in our work and we are deeply grateful for such a dedicated system of good humans.

This month's board report has a bit of a different outline than we have used in previous reports. Program Manager Caroline Cabellon wrote most of this report, explicitly linking CSE's work to Social Determinants of Health, or "conditions in the places where people live, learn, work and play that affect a wide range of health and quality-of-life risks and outcomes" (Center for Disease Control, 2022). A HUGE thank you to Caroline for her magnificent work on this report!

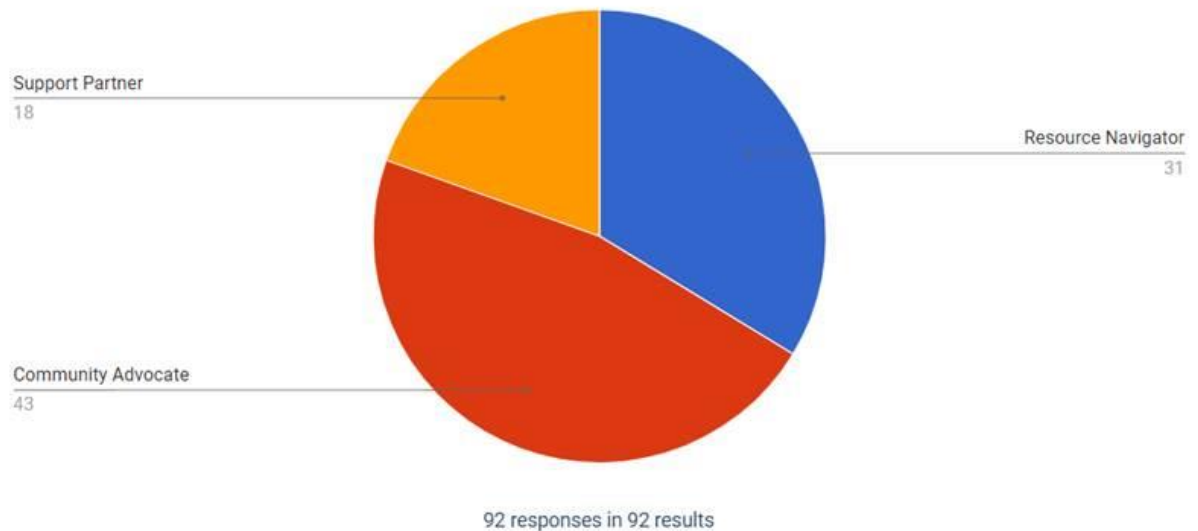
3. DEPARTMENT UPDATES

3.1 Staffing Updates

3.1.1 Job Title Change Update

In April, CSE asked both internal THA staff and external stakeholders (residents and community stakeholders) to participate in a survey to change the “Case Worker” job title to a name that more accurately and respectfully describes the position. We are happy to announce that the new title for the position formerly called “Case Worker” will now be **Community Advocate**. With OPEIU’s endorsement and HR’s help the title change was administratively easy and we are excited to make this simple, but important change. Below is a pie chart showing the distribution of the 92 votes received:

Please select your top choice of the options listed below.



3.1.2 New CSE Team Member

We are pleased to announce the addition of Kristine Coman to the CSE department! Kristine has recently joined CSE as our newest Community Advocate, primarily supporting families in the 2Gen Program in Salishan, and providing General Services support at Bergerson Terrace, Bay Terrace and Dixon Village. Kristine comes to us from The Hilltop Action Coalition, where she worked as a Program Manager. In that role, Kristine assisted residents in the Hilltop District with gaining access to resources, navigating emergency needs,

and setting goals for their future. She worked closely with community partners, throwing events, and creating opportunities for residents and local businesses to engage in community. Kristine has also worked with KBTC as a Community Engagement Program Leader, where she orchestrated activities for children, and helped to strengthen their Social-Emotional skills, with a particular emphasis on self-awareness and relationship building.

3.2 CSE's Commitment to Social Well-Being

CSE's commitment to increasing social connections and relationship-building drives everything that we do as a department. We do this intentionally, not only because humans are social beings and our work is focused on helping humans succeed, but because research backs this up.

The US Department of Health and Human Services highlights the impact of Social Cohesion, explaining it by saying:

“Relationships are important for physical health and psychosocial well-being. Collective efficacy, an aspect of social capital and social cohesion, is grounded on mutual trust and describes a community's ability to create change and exercise informal social control (i.e., influence behavior through social norms). Collective efficacy is associated with better self-rated health, lower rates of neighborhood violence, and better access to health-enhancing resources like medical care, healthy food options, and places to exercise. Social institutions like religion and the family are common sources of social capital and social control, as well as social networks and social support.”¹

CSE's and THA know that humans are multi-layered and need various supportive connections and relationships to achieve well-being. Focusing first on connections is how we approach our agency's strategic objective for supportive services. People “succeed as tenants, parents, wage-earners and builders of assets” when, and not until, their basic needs are met, and they feel connected to their success and to the success of others.

In other words, we are clear that the foundation of residents' success(es) is ensuring they feel a sense of belonging.

¹ US Department of Health and Human Services. 2022, May 11. Healthy People 2030. <https://health.gov/healthypeople/priority-areas/social-determinants-health/literature-summaries/social-cohesion>)

“Success” means different things to different people, as it is simply an accomplishment of a defined goal or purpose, and humans define their own goals and purpose. To one person, to succeed as a tenant means seeing value in your community and having relationships with neighbors when you have never had your own apartment before. To another person, to succeed as a parent means working with your children to create a future where you all can thrive by ensuring they have a safe after-school program to attend while you finish your day’s business. Success as a tenant or a parent or a wage-earner or a builder of assets is success that is inextricable from relationships – and ultimately, is inextricable from a sense of well-being.

Health practitioners have been studying Social Determinants of Health (SDOH) and well-being for years – and it drives their insistence that intentional support of Neighborhood and Built Environment, Economic Stability, Community & Social Context, Education, and Health and Healthcare directly lead to positive outcomes in health and well-being. CSE will structure our report a bit differently this month to help clarify how the work we excel at - and that CSE staff are recognized as leaders in - directly link to Social Determinants of Health and [2030 Health People](#) from the The U.S. Department of Health and Human Services (HHS).

3.2.1 Social Determinants of Health (SDOH): Neighborhood and Physical Environment

“The neighborhoods people live in have a major impact on their health and well-being.¹” - HHS, 2030 Healthy People

2030 Healthy People Objective: Increase Youth & Young Adult Violence Prevention Efforts

*“Adolescents who enter the juvenile justice system often have trouble in school—and they’re more likely to have mental health and substance use disorders. Most programs that help decrease arrests and violent crimes in this age group focus on **prevention and early intervention.**” (US Department of Health and Human Services. May 11, 2022.)*

CSE could not be more excited that our Salishan Community Builder, Rob McAfee, started his position in early April. One of the many assets Rob brings to

this position is his steadfastness and passion for working with youth – to help them not only see their potential, but to help them understand that they are everyday leaders in the community. Rob has wasted no time literally putting feet to pavement in Salishan – walking the community daily to see and be seen, stopping to shoot hoops with youth on the basketball court, stopping by Lister Elementary and First Creek Middle School and chatting with youth and staff, talking to parents about their hopes and dreams for their children. Rob is also building relationships with City of Tacoma-funded Youth & Young Adult Violence Prevention providers, like Consejo Counseling and the Big Homie program.

The work Rob is doing around slow and steady street outreach and relationship-building is intentional. The Center for Disease Control and Prevention specifically calls out “street outreach and community norm change” as a best practice for youth and young adult violence prevention. They also call out connecting youth to caring adults and activities, specifically through mentoring and after-school programs as a best practice for youth violence prevention. CSE has worked to combine these two best practices.

Impact: In April, Community Builder Rob McAfee, Education Specialist Marty Higgins, and 2Gen Supervisor Byron Williams have fostered a relationship with MetroParks Tacoma to create summer programming embedded into two Salishan locations youth frequent: the basketball courts and the playground. MetroParks will offer 3-on-3 basketball, supervised playground play, and a Science/Technology/Engineering/Math (STEM)-based program, in addition to the free-lunch program. MPT summer programming will have capacity for up to **60 youth in Salishan**. More details will be provided in the June report.

3.2.2 Community & Social Context

“People’s relationships and interactions with family, friends, co-workers, and community members can have a major impact on their health and well-being...Interventions to help people get the social and community support they need are critical for improving health and well-being.” – HHS, 2030 Healthy People

2030 Healthy People Objective: Increase Positive Communication Between Parents & Youth

2030 Healthy People lists improving positive communication between parents and youth as a national objective to increasing health and well-being. HHS states in 2030 Healthy People: “Positive communication between parents and children includes talking about beliefs, experiences, and feelings. This type of communication is key to healthy relationships, and it can protect children from health risks and help them do better in school. Behavioral parenting and family interventions can increase positive communication between parents and children, including children with behavior disorders.”

The 2Gen program was built around this very truth. This is why CSE intentionally chose to use the Prosperity Agenda’s Family-Centered Coaching framework; family-centered coaching puts families in the driver’s seat to determine what their ideas of success are, what their family’s hopes and dreams and aspirations are. 2Gen understands that families are often taking an uncomfortable risk in opening up to each other – and certainly a Community Advocate – when they talk about their individual and combined family goals. The program was built with a \$25 incentive that families can receive right off the bat for trusting in CSE to help foster those family conversations.

Impact: To date, 31 families composed of 162 family members have benefitted from family-centered coaching in the 2Gen program. In 2022, the 2Gen team has assisted 16 families with family-centered goal plans consisting of a total of 99 individualized goals. Far and away the biggest consistent goal from families in 2Gen – one third of all goals - is participating in a Social-Emotional Learning (SEL) activity. (Please see Education section for more information on SEL).

3.2.3 Economic Stability

“People with steady employment are less likely to live in poverty and more likely to be healthy, but many people have trouble finding and keeping a job... Many people with steady work still don’t earn enough to afford the things they need to stay healthy. Employment programs, career counseling, and high-quality childcare opportunities can help more people find and keep jobs. In addition, policies to help people pay for food, housing, health care, and education can reduce poverty and improve health and well-being.” - HHS, 2030 Healthy People

2030 Healthy People Objective: Increase Employment in Working-Age People

CSE has long understood that getting employment and maintaining employment take different supports. It is for this very reason that CSE is a proud partner of the

United Way of Pierce County's Center for Strong Families (CSF) network of providers. The CSF uses the national LISC model of integrated services delivery to provide employment coaching, financial coaching and income supports to families in our Family Self-Sufficiency program; this interwoven approach to working with families achieving employment and/or increases in income aims to help educate families in and around the Benefits Cliff, working to create a buffer of savings, increased credit score and assets as they lose precious income supports like childcare benefits, food assistance, and particularly housing assistance payments.

CSE's experience working with families enrolled in the CSF, our understanding of the importance that family-centered conversations around hopes and dreams, our unique vantage point of assisting families as they struggle through the economic consequences of the pandemic and their neighborhood childcare services lose capacity or shut down entirely... All of this helps CSE as a systems advocate at the table of the Tacoma-Pierce County Workforce Development Council's Partnership convenings.

As WorkForce Central engages partners in their own strategic planning conversations, CSE is advocating for the following: 1) Whole family (multi-generational) services baked into the workforce system. The pandemic has taught us many things: single low-income women of color have taken the hardest economic hit - those who were once ALICE households and on the verge of exiting poverty now find themselves deeper in poverty. These same households face a shrunken childcare landscape on top of juggling the everyday struggles of parenting. CSE believes the workforce system needs to recognize and resource family-centered service delivery. 2) Community co-design of workforce services that exist to serve their expressed needs. 3) More intentional workforce systems integration into United Way of Pierce County's Center for Strong Families model. This integrated service delivery model is a best practice from LISC in assisting low-income families in employment coaching, financial coaching and income supports coaching as a way to build assets and have an easier transition off of benefits. 4) Systems advocacy in employer accountability around diversity, equity, inclusion and belonging principles in not only hiring, but employee retention.

Impact: Throughout the duration of 2021, THA's Salishan Center for Strong Families services assisted 46 new families in the integrated service delivery model, assisted 43 families increase their earned income, and assisted participants

in earning an hourly average wage of \$19.95 (146% of the Washing State minimum wage). In 2022, we are working to strengthen THA's collaboration with Career Team and WIOA supports to provide embedded employment navigation services directly into Salishan and Bay Terrace. We have also strengthened our partnership with United Way of Pierce County through the successful joint application of funding from the Siemer Institute. In 2022, THA received funding support of \$125,000 a year for two years to incorporate two-generational supports and create a more robust income supports program into the Salishan CSF.

Additionally, CSE is currently in the process of redesigning our Family Self-Sufficiency program to make it more accessible, equitable and family-centered. We have worked diligently to incorporate participant and community partner voice into our recommended redesign plan.

3.2.4 Education Access and Quality

"The stress of living in poverty can also affect children's brain development, making it harder for them to do well in school. Interventions to help children and adolescents do well in school and help families pay for college can have long-term health benefits." - HHS, 2030 Healthy People

2030 Healthy People Objective: Increase the Proportion of High School Students who Graduate in 4 Years

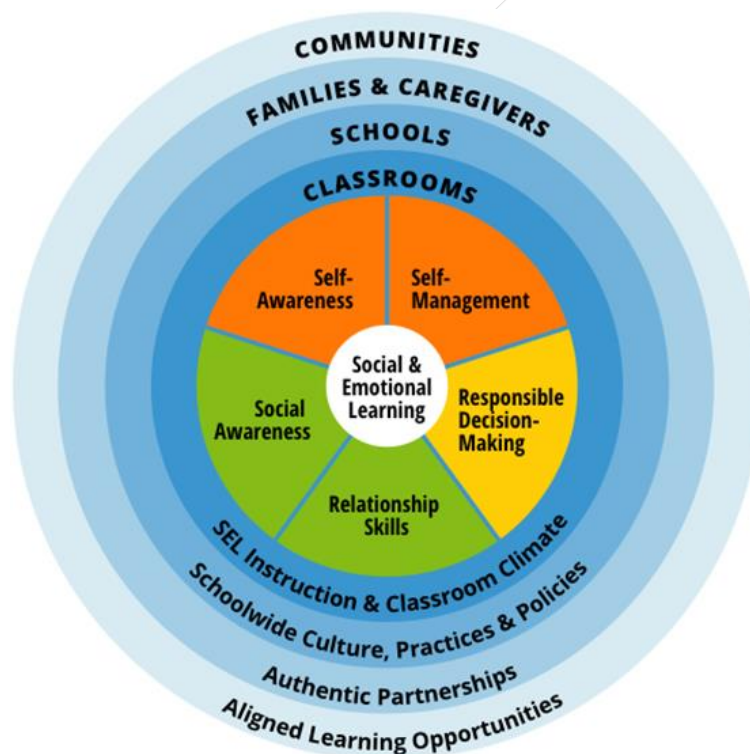
THA has long held our cross-sector partnership with Tacoma Public Schools as a top priority. CSE has a lengthy history of assisting TPS students through housing stability, economic goal setting for parents, access to free books, and access to Children's Savings Accounts. Since 2019, CSE has received funding from the City of Tacoma's Neighborhood and Community Services department to look further inward when assisting households with housing and economic goals, and to start getting curious about how THA can more intentionally help set youth up for success.

In 2021, the 2Gen program was born. 2Gen Supervisor and mastermind Byron Williams came to THA working as a Community Advocate – what he lacked in a formal background of family-goal setting, he more than made up for with his passion for helping students succeed. As a Community Advocate, Byron met with families who were struggling with rent and compliance notices and noticed a theme: housing instability usually has a much deeper and complicated story, a

story that often, if not usually, involves the common struggles of families with school-aged youth.

Byron used this data from working with families with youth and crafted the vision for 2Gen out of his experience with the Whole Child Initiative at Roosevelt Elementary – more specifically, his first-hand understanding that Social-Emotional Learning in schools worked. TPS has incorporated Social-Emotional Learning (SEL) into the classroom as a “process through which all young people and adults acquire and apply the knowledge, skills, and attitudes to develop healthy identities, manage emotions and achieve personal and collective goals, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.” (CASEL.org)

Social-Emotional Learning is recognized by HHS as a strategy in assisting student persistence through high school: *“Programs including vocational training, alternative schools, social-emotional skills training, and counseling can help more students graduate from high school.”* Below is a visual of the SEL framework.



While SEL starts in the classrooms and school context, it is not meant to end there. Families and communities all play a significant role. It is because of this

that CSE has made the intentional decision to play our part in the community infusion of SEL competencies by embedding it directly into our 2Gen service delivery.

Impact: Through the generous support of our various funders, CSE contracted with various Extended Learning Opportunity (ELO) partners to embed after-school and summertime supports directly into our housing communities. We have made the decision to require SEL skills to be included and assessed in all of these partnerships. We report monthly to the City of Tacoma on our efforts. Here are our latest report numbers for April 2022:

Number of SEL or Behavioral Health Activities Provided: 40 (To date these are all SEL activities through Club Z Tutoring happening twice a week at Bergerson Terrace, Dixon Village and Bay Terrace)

Annual Goal: 50

Number of Unduplicated Participants at a SEL or Behavioral Health Activity: 153

Annual Goal: 400

We are excited to continue expanding our formalized partnerships, and have several exciting partnerships lined up for the summer. We will speak more to those in June when they have been formalized by contract.

3.2.5 Health Care Access and Quality

“The National Academies of Sciences, Engineering, and Medicine (formerly known as the Institute of Medicine) define access to health care as the “timely use of personal health services to achieve the best possible health outcomes.” Many people face barriers that prevent or limit access to needed health care services, which may increase the risk of poor health outcomes and health disparities” (HHS, 2030, Healthy People)

Health and health care access is another important component to SDOH. In CSE we focus most of our work on mental healthcare and working to find opportunities for our residents to work in the healthcare sector. Daily, we get referrals from our Property Management and Rental Assistance team members for folks in crisis, whether it be because of a unit in disrepair, a family experiencing domestic violence, or an individual enduring a stressful life event.

Our CSE team of General Services staff are as knowledgeable of furniture resources and utility assistance as they are about the often complex mental and physical healthcare systems. They make well-being and prevention referrals to fresh food deliveries through Tacoma Farmers Market and St. Leo's Food Bank, referrals for preventative health and dental care appointments, referrals for caregivers and aging and disability resources, referrals for fall-prevention classes... Our Community Builder Martha Matthias works diligently to help create partnerships and activities to help combat feelings of isolation, and so that neighbors feel a sense of belonging in their community and can lend a helping hand in a time of struggle or distress.

And less often – though far more demanding – CSE staff must navigate a mental health crisis system that is under-resourced and overburdened. They must assist adults in transitioning out of their apartments and into assisted living. They must be an anchor for a family or a community who is reeling after the horrific loss of a loved one – or sometimes, loved ones. Our General Services team is phenomenal, and we are deeply appreciative of their daily efforts to meet humans where they are at.

While General Services staff are assisting people with healthcare and mental healthcare needs, our Employment & Income Supports Specialist, Trish Mozo, is helping to promote employment in the healthcare sector. Through Trish's multi-pronged outreach work with the Economic Security for All initiative through WorkForce Central and her close referral partnership with Career Team to help reskill workers for in-demand healthcare jobs, and the City of Tacoma/WorkForce Central/Tacoma Housing Authority partnership around Introduction to Healthcare Apprenticeships Pathways (IHAP) program, Trish is helping to build a pipeline of healthcare workers.

Impact: In 2022, CSE staff have provided resource connections (meaning a referral was given and the resource was accessed by the person who received the referral) for the following healthcare, mental healthcare and preventative health services:

Behavioral Health: 25

Physical Well-Being: 12

Healthcare Connection: 6

Aging & Disability Resource: 3

Free Food: 2,255

3.3 Data

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. After several demonstrations and meetings to determine the best fit for our business needs, we are happy to report we have picked a new database! We are currently in the process of executing a contract and will announce the company we'll work with in the June report.

The charts below show how many resource connections staff made in the month of April, 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 titled "2022 Resource Connections" shows how many resources CSE staff helped clients connect with, while the chart titled "All Referrals Received by CSE April 2022" shows the number of households referred to CSE for support. Resource Connections shows everything from referrals to external providers as well as individual boxes of food delivered, and everything in between. All Referrals Received indicates the total number of new households referred to CSE by other departments within the organization. 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. On average, staff in CSE have a total of 102 households they are supporting at any given time.

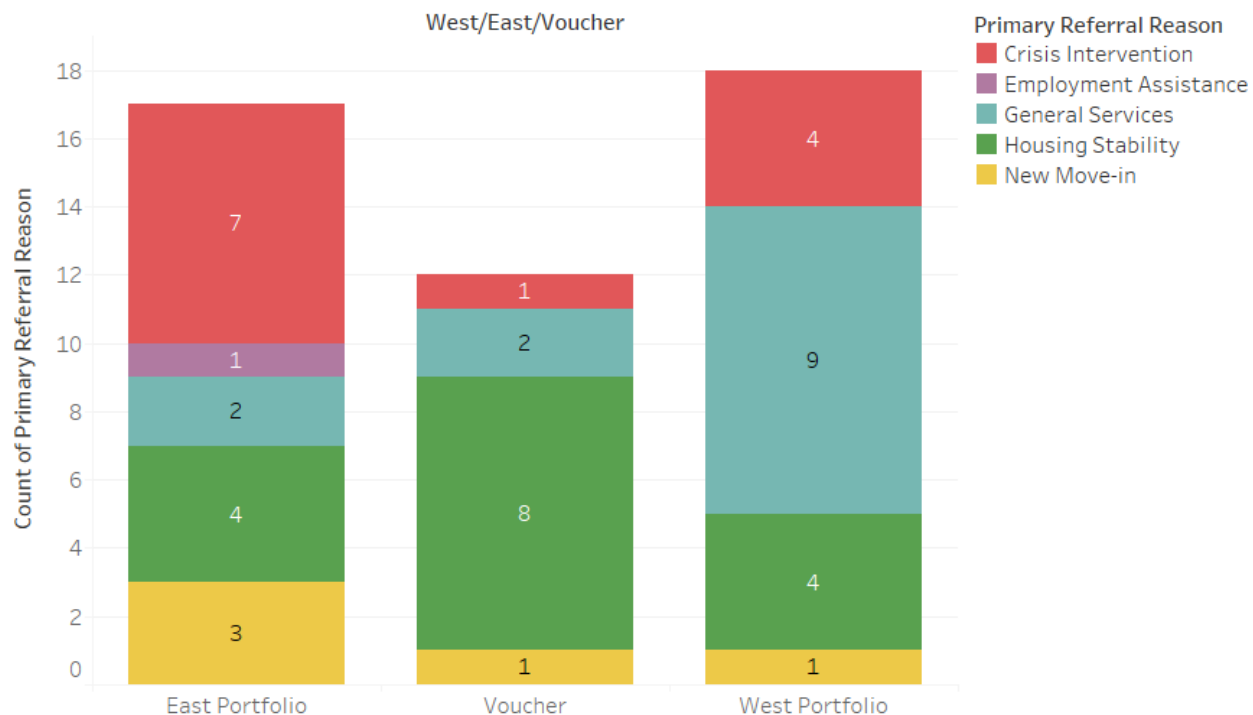
2022 Resource Connections Provided by CSE April

Referral Service Type	Referral Date April	Grand Total
Food Assistance Programs	552	2,255
Tax Assistance		43
Community Building	29	68
Employment Assistance-Adult	42	106
Education-Adult	10	99
General Assistance Programs	21	88
Rental Assistance	24	84
Tacoma Arts Free Tickets	2	10
Education-Youth	4	49
Asset Building	4	24
Utility Assistance	6	42
Dependent and Childcare Services		14
Behavioral Health	2	25
Healthcare Connections		6
Furniture Bank	4	17
Financial Coaching (Classes)	2	17
Physical Well Being	4	12
Legal Assistance	3	27
Transportation Assistance	4	8
Employment Assistance-Youth		4
Aging and Disability Resource Center (A..	2	3
Grand Total	715	3,001

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

All Referrals Received by CSE 2022

April



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 April. The view is filtered on West/East/Voucher, which has multiple members selected.



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: May 25, 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

Utilization remains steady at 99%. We are implementing a variety of strategies to increase utilization across our special programs. These include adding new referral pipelines for EHV, working toward over issuing vouchers for Mainstream, FUP and NED and continuing to seek opportunities to project base VASH vouchers in the near term.

Our Special Programs team is taking the plunge and will begin operating their programs under a shared caseload model. This is the change we implemented for our HOP and HCV programs during Q4 of 2021. We know we'll experience growing pains initially, but the end result will be a better balanced workload and improved customer service.

This month we kicked off the HOP to HCV transition work and we'll report to the Board monthly on that progress (see section 3.5).

We are in the final stages of completing a purge of our waitlist which will remove inactive households. The number of households on our waitlist will fall below 1,000 which means we'll be able to serve people faster. Thanks to the Board's approval last month we are in the process of filling our first THA unit with a household from Coordinated Entry. This is another avenue for THA to serve literally homeless households.

This month everyone in the department spent a good deal of time onboarding, developing core values and creating a welcoming and empowering work environment. We hosted an all day retreat to welcome the department back to in-office operations and the leasing team participated in team building activities to onboard our new teammates from PM. I am especially grateful to our new staff who have been eager to learn, willing to help and excited to grow.

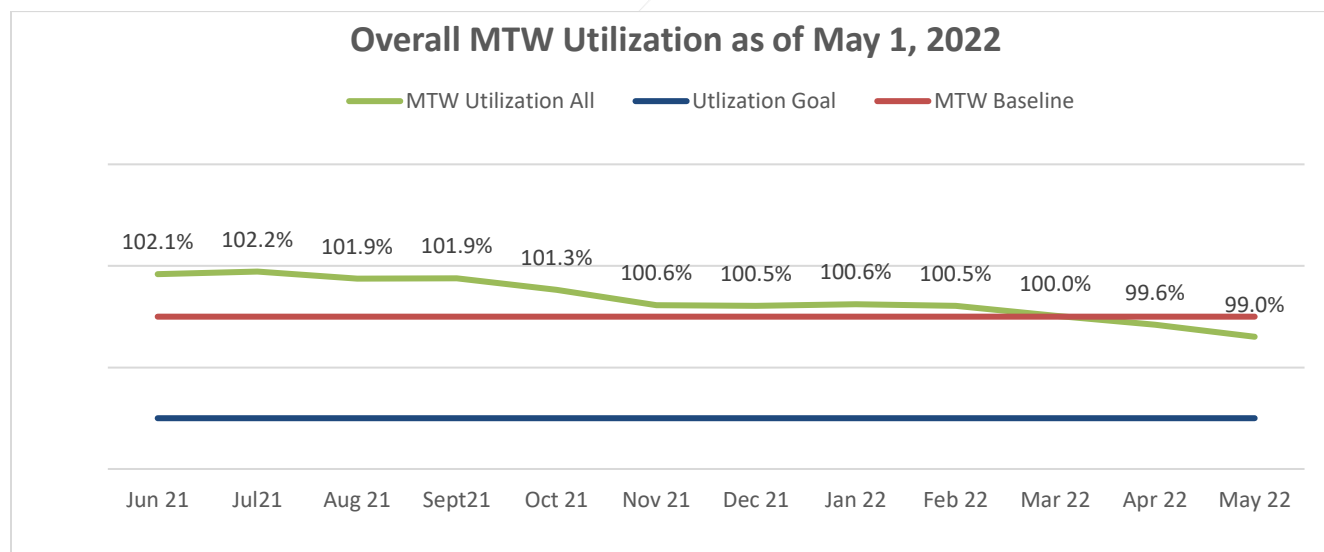
This month we received praise from a client highlighting the excellent customer service provided by Wes Madsen. I am grateful for Wes and the training he received under Brenda Brinkley!

I just wanted to give you a HUGE thank you, for these unusual circumstances! I even confused myself at times...lol I appreciate your care, kindness and professionalism. Your responses were timely and considerate. My family is in a much better position financially with this transition and I am so grateful for this program. I have been extremely blessed that I have had the most amazing case workers and YOU did NOT fall short. You came on board, had plenty to unpack and championed your way through it. I felt as if you had worked with me before. I know that there is no shortage of clients and case loads and a person can really feel like just another number w/o a face. It can be overwhelming and feel stagnant, when a person has utilized a program for so long, with underlying shame and I can gladly say that no one has ever made me feel less than and in fact I have been encouraged in my shortcomings. Thank you, so much!

3. RENTAL ASSISTANCE DEPARTMENT REPORTS

3.1 Overall Utilization

The overall Housing Choice Voucher utilization is reported at 99.01% as of May 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).

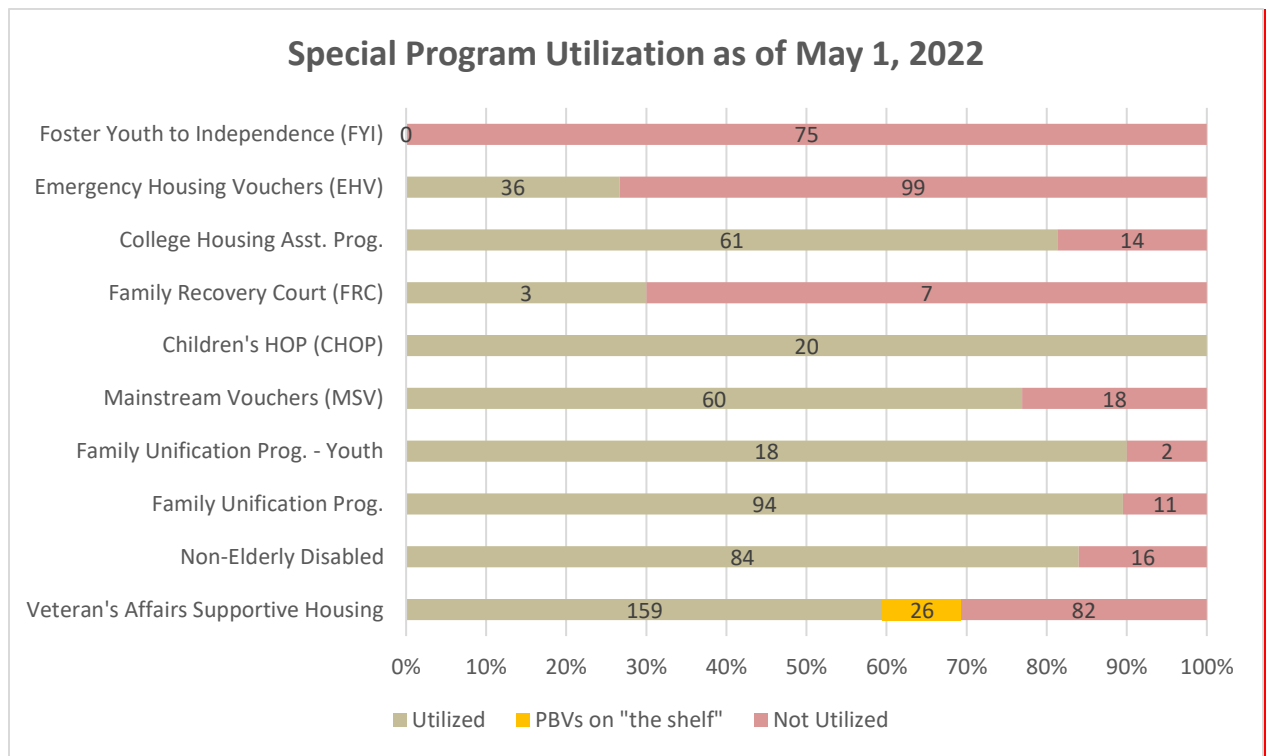


3.2 Project Based Vouchers (PBVs)

Project Based utilization is steady. Staff are preparing for the lease up of Hilltop Lofts scheduled for the end of September 2022. Hilltop Lofts will add 57 project-based permanent supportive housing units to the community.

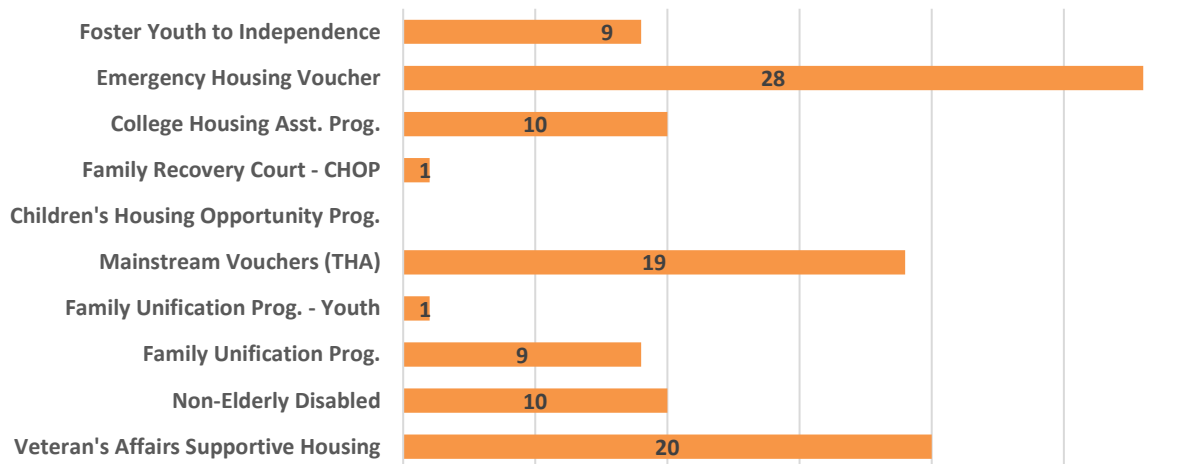
3.3 Special Programs & Property Based Subsidies

Below is a breakdown of the utilization of THA's special programs. The charts below include utilization & shoppers for each program. THA has received 13 Foster Youth to Independence referrals so far with 1 pending lease up. EHV utilization has reached 26%. THA continues to receive referrals for the EHV program and will add an additional pipeline for FUP-eligible households to increase utilization. Staff are currently processing 121 referrals across all special programs including EHV, VASH, Mainstream, Project Based and FYI.

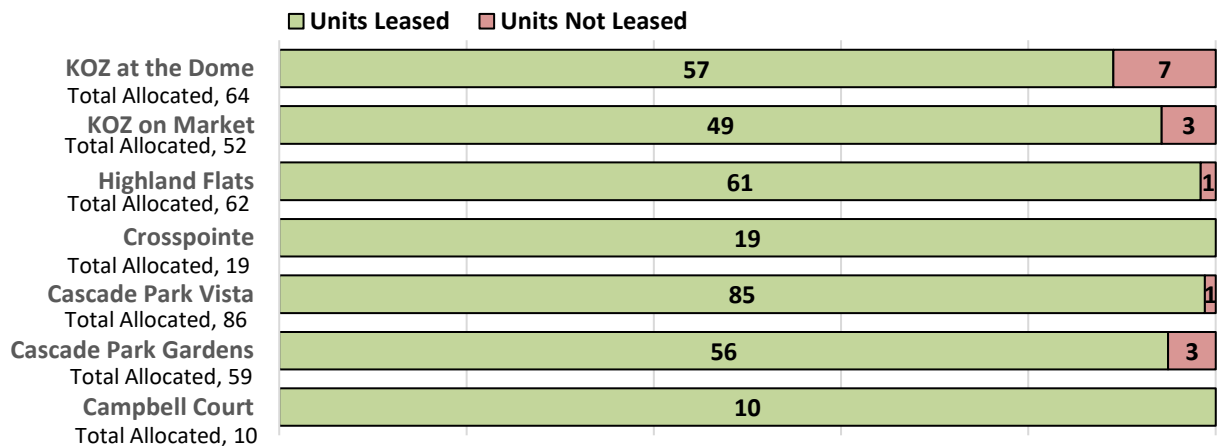


As of April, this graph was updated to reflect any vouchers “on the shelf” or committed to future PBV developments. This year we are seeking to PBV additional VASH vouchers and we are in the process of developing a PBV contract for at least half of the DOC tenant-based voucher allocation (25).

Special Program Shoppers as of May 1, 2022



Property Based Subsidy Utilization as of Q4 Report: April 2022



THA has partnerships with four Property Based Subsidy owners representing 352 units across seven properties. The contracts require the properties to maintain a 95% occupancy rate each quarter. As of the April 2022 report:

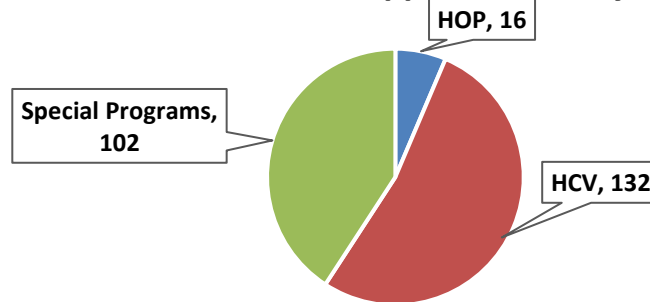
- None of the properties have occupancy rate concerns.
- The Cascade Park Gardens and Vista unit swap (adding more to one property and removing from the other) was successful and they have been able to maintain high utilization in 2022.
- The number of units we are temporarily not subsidizing has dropped to six, two units at Crosspointe and four at Koz on Market.

3.4 Shoppers Report & Housing Success Rate

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.

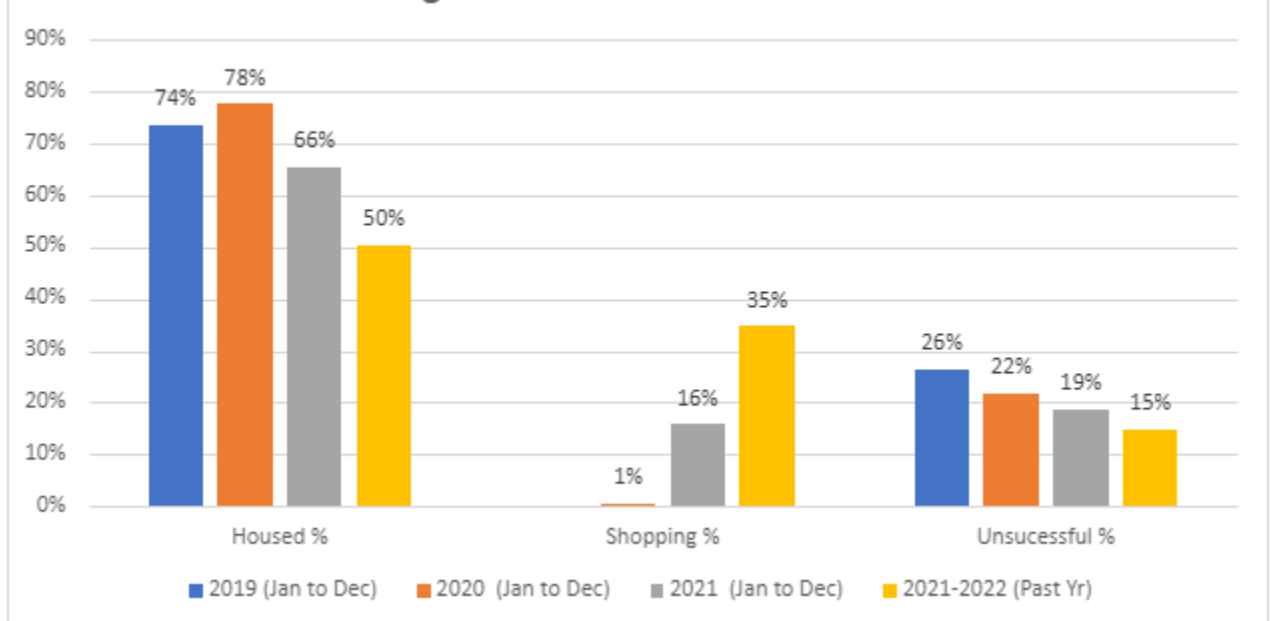
- As of May 1, 2022, there are 250 total clients shopping (new shoppers & movers).

Number of Active Shoppers as of May 1, 2022



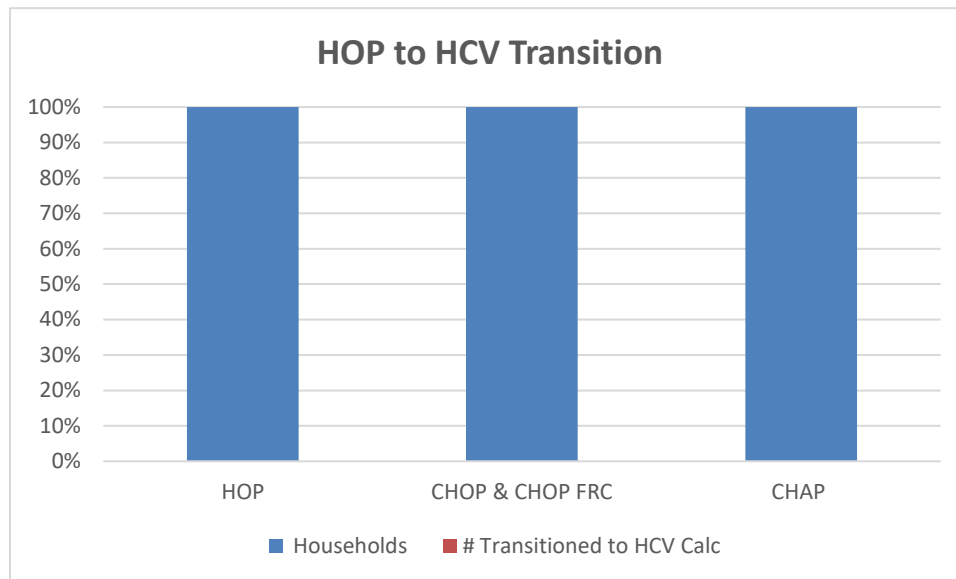
- Over the past year (May 1, 2021 – April 30, 2022), 628 vouchers were issued and 226 were to new families.
- The overall housing success rate is 50% and 47% for new families (this excludes current shoppers). The average number of shopping days for current shoppers is 92 and 17% of all shoppers been granted extensions.

Housing Success Rate: All Vouchers Issued



3.5 HOP to HCV Transition

Over the next year we'll provide periodic updates to the Board on our progress transitioning HOP households to an HCV subsidy calculation. This month, we've partnered with IT to advise on the back end system work required to transition households. We'll spend the next several weeks testing changes. We've also partnered with PIE and started drafting our communications plan to keep households informed about the transition timeline. Any new households coming on program or households moving out of a property or a PBV will be issued an HCV voucher.



3.6 Leasing

Rental Assistance welcomed Hollie Swanson and Vanessa Mack from the Property Management Leasing Team to our department this month. We are excited to work with them as we embark on the exciting project of Rental Assistance taking on the role of leasing for all programs and units across the agency. We kicked off this month with some team building and process mapping and are already implementing some systems to improve process efficiency.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: May 25, 2022

To: THA Board of Commissioners

From: Frankie Johnson, Director of Property Management

Re: Property Management Monthly Board Report

1. STRATEGIC OBJECTIVE

Tacoma Housing Authority (THA) will manage its properties, so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people are happy to live.

2. DIRECTOR'S COMMENTS

This month has been one of planning, preparation, and execution. It has been a busy month, like most, filled with inspections, new hires, forecasting for projects and looking at the work in the portfolio.

As we look down the road a bit, we can see that the portfolio is changing and growing. As such, we need to make changes related to that growth and plan accordingly. In upcoming months, we will be discussing the new structure of the portfolio and how we will roll it out, Stay tuned for more information.

I would like to take this opportunity to thank my staff for their dedication to their jobs, our clients and each other. They continue to impress me every day as they have remained strong and present during the entire pandemic period as front-facing essential workers. To them, I give my deepest gratitude and respect. They really do 'have this'.

We have been fortunate to bring on amazing new hires to add to team this year and we have two more to spotlight this month. Kimberly Carter, who prefers to be called KC, is our newest Maintenance Technician in the West portfolio and Tia Mak is the new Eviction Prevention specialist for the portfolio. A huge welcome to both!

Staffing up is important as we continue with in-unit inspections, after almost 2 years without them. Inspections are going well, and we are finding the results of families spending more time inside than out.

We coupled our smoke/CO inspections and replacement with the unit inspections as we also assess Capital needs. This information is important to collect for future requests to come later in the year.

Continued focus remains on portfolio curb appeal. We will be exercising language in the CBA and bringing on additional support for these projects and can provide more detail in next month's report.

Rent collection data reflects an increase in rent payments over the 56% from last month. But they still fall short of previous years.

Plans for rent collection strategies are being discussed and prepared. The team has incorporated new rent payment guidelines, which will accompany restrictive monitoring. More information will come in next month's report as we pair repayment regulations with outstanding accounts.

And last, we share our Pet of the Month, Bacon the cat! Bacon loves his mom, almost as much as catnip and warm fuzzy places to nap.



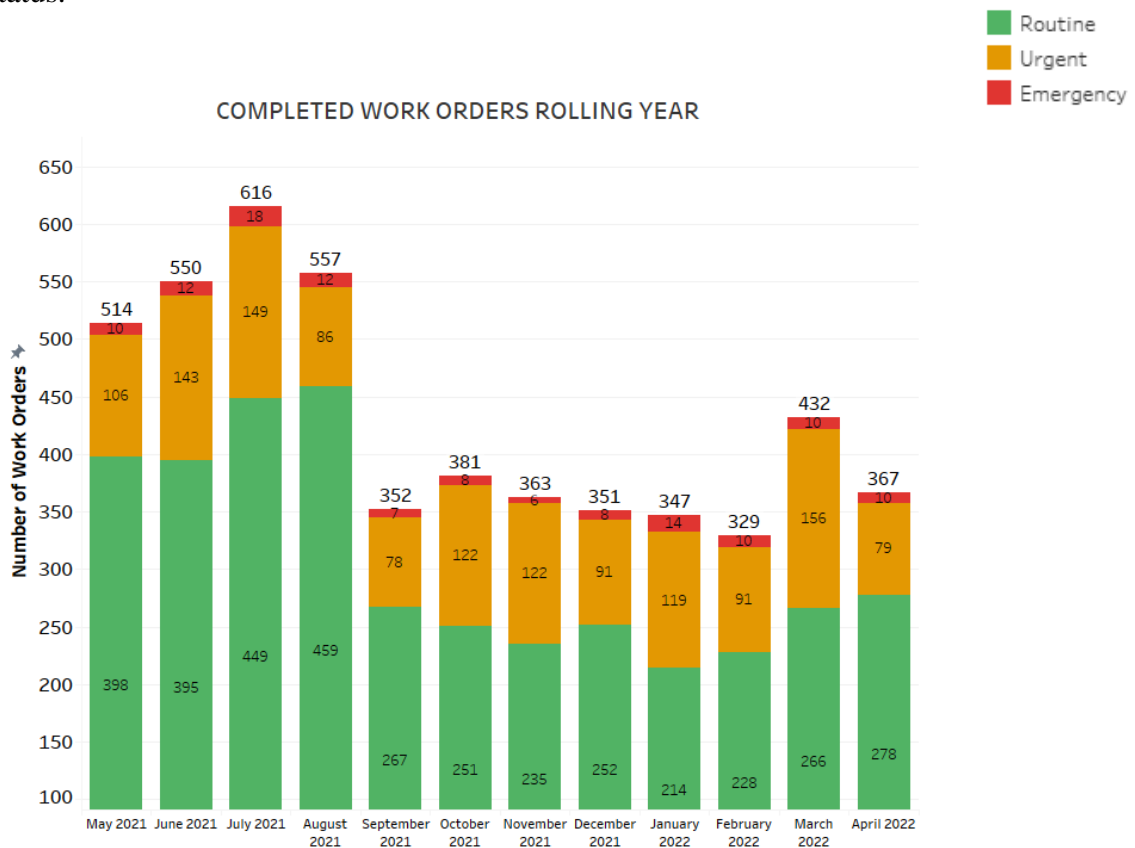
3. KEY MEASURES OVERVIEW

3.1 Occupancy Overview

The portfolio has maintained an average occupancy rate of 98.3% for the month of April 2022. 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 Work Orders

This chart summarizes the completed work orders by month. In April, 100% of the emergency work orders were completed within 24 hours and all urgent work orders completed within 72 hours. We have begun to address routine work orders, previously on hold during COVID. Some of these were addressed as items upgraded from routine to urgent status.





TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (1)

Date: May 25, 2022

To: THA Board of Commissioners

From: April Black
Interim Executive Director

Re: Approval to Amend THA's 2022 Moving to Work Plan

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to submit an amendment to THA's 2022 Moving to Work (MTW) Plan.

Background

In accordance with its MTW agreement, THA must submit an annual MTW Plan to the Department of Housing and Urban Development (HUD). The Plan describes how THA will apply MTW in the next fiscal year, including its existing activities, any changes to existing activities, and new applications of this federal regulatory flexibility. HUD requires a Plan Amendment when an activity is changed such that there is the potential for a different impact on residents. For reasons summarized below, THA is making changes to *Activity 5: Local Policies for Fixed-Income Households* and *Activity 6: Local Policies for Work-Able Households* in the 2022 MTW Plan which requires submitting the 2022 MTW Plan Amendment to HUD.

In THA Resolution 2022-04-27 (7), the Board of Commissioners approved to sunset the Housing Opportunity Program (HOP). THA seeks to maintain a flexibility enabled through HOP that could benefit voucher holders who face significant barriers to renting in the private market due to their rental history or other screening barriers. As part of this Plan Amendment, THA seeks authorization to expand our authorization from the 2014 MTW plan under *Activity 19: Housing Opportunity Program* to allow all voucher households to rent from relatives when a household: cannot lease up because of poor credit; would rely on the relative to help with childcare; has poor rental history and has remediated the root causes of the bad rental history; or cannot lease because of poor criminal history that has shown proper rehabilitation.

THA projects that adopt this change will increase housing choice for voucher holders and provide continuity between flexibilities allowed through HOP from which voucher holders could benefit as THA initiates the transition to HCVs.

The amended 2022 MTW Plan can be found on THA's webpage on the Notice for Public Comment and Public Hearing: <https://www.tacomahousing.org/news/2022-moving-to-work-mtw-plan/>

Recommendation

Approve Resolution 2020-05-25 (1) authorizing THA's Executive Director to submit an amendment to the Housing Authority of the City of Tacoma's Fiscal Year 2022 Moving to Work Plan.



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (1) **(Approval to Amend THA's 2022 MTW Plan)**

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

WHEREAS, The MTW Plan is required by HUD; and

WHEREAS, The purpose of the MTW Plan is to establish local goals and objectives for the fiscal year; and

WHEREAS, THA seeks to expand housing choice for voucher holders who face significant barriers to renting in the private market due to their rental history or other screening barriers; and

WHEREAS, Amendments to the MTW Plan must be approved by the THA Board of Commissioners; now, therefore, be it

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

THA's Executive Director is authorized to submit this amendment to THA's 2022 MTW Plan.

Approved: May 25, 2022

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (1) (Approval to Amend THA's 2022 MTW Plan)

Copy of Re-proposed Activities in THA's Amended 2022 MTW Plan

Begins on next page.

Section III. Proposed MTW Activities

5. Local Policies for Fixed-Income Households

THA is re-proposing Activity 5: Local Policies for Fixed-Income Households.

Description: This activity is for households in which all adult members are either elderly and/or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI or a pension. For these households this activity includes the following:

- Annual recertifications are completed on a triennial schedule.
- Eliminated the elderly/disabled deduction.
- Eliminated the dependent deduction.
- Eliminate medical deductions below \$2500.
- Implement 28.5% TTP to help offset the elimination in elderly/disabled deduction and simplification of medical expense allowances.
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 7.
- Implement a minimum rent of \$25 (and therefore eliminate utility allowance reimbursements).

Households are able to rent from relatives when a household: cannot lease up because of poor credit; would rely on the relative to help with childcare; has poor rental history and has remediated the root causes for their rental history; or cannot lease because of poor criminal history that has shown proper rehabilitation. In these circumstances, all units would still undergo an HQS inspection and households must meet any additional requirements to be housed per HUD requirements and as authorized for THA under its associated activities.

THA's hardship policy for MTW-HCV households states that households may submit a written request for a hardship exemption if they are paying the minimum rent but are no longer able to do so due to financial hardship. For MTW elderly/disabled households they must meet one of the following requirements: (1) income changes will require household to pay more than 40% of their income as rent; or (2) household has zero income. THA's hardship policy also required households to obtain third-party documentation to show that they had applied for other hardship programs. THA recognized that this was an unnecessary burden for households and made it extremely difficult for those who income-qualified for

a hardship to receive one. In 2020, THA revised its hardship policy to remove the third-party documentation requirements to make it easier and less burdensome for households to apply for hardship.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants. In 2021, HUD approved changes that will allow THA to implement policy changes as needed during times of declared emergencies. See Appendix D: THA's Emergency Operations.

Relation to Statutory Objective: This activity and the new flexibility proposed as part of THA's amended 2022 MTW Plan serves the MTW statutory objective to increase housing choices for low-income families. This activity continues to serve the MTW statutory objective to reduce cost and achieve greater cost effectiveness in federal expenditures.

Anticipated Impacts: THA projects that this activity and the new flexibility proposed as part of THA's amended 2022 MTW Plan will expand housing choice for households who face significant barriers to renting in the private market due to their rental history or other screening barriers. Overall, THA streamlining its recertification process and deductions will significantly reduce staff time and other operating costs such as postage, copying, office equipment use, etc. It will reduce unnecessary intrusions into tenant privacy and pride because THA will not have to inquire with their employers and asset sources to verify private information and reveal to third parties that the tenant is receiving THA assistance.

Anticipated Schedule: THA anticipates enacting the new policy to allow voucher holders to rent from relatives as soon as it receives the necessary approvals from HUD. THA has already implemented measures to streamline the recertification process and deductions as THA received approval in a previous version of the plan, though it should be noted the plan will be updated upon this re-proposal of the activity.

Baselines, Benchmarks and Metrics: THA will continue to report on cost effectiveness metrics for CE #1, CE#2, and CE#5. THA will utilize *HC #5: Increase in Resident Mobility* to report on the Housing Success Rate; that is, the total percentage of households that leased up a housing unit, when compared with households who were unsuccessful leasing up, or households currently shopping for a unit.

CE # 1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$23,730 cost to complete all elderly/disabled certifications FY 2021 impacted by this activity	\$15,899 (33% decrease from baseline)	TBD for FY2022	TBD for FY2022

CE # 2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	856 hours to complete all elderly/disabled certifications impacted by this activity	573 hours (33% decrease)	TBD for FY2022	TBD for FY2022

CE # 5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contribution towards housing assistance (increase). Average monthly tenant share.	\$0	\$286	TBD for FY2022	TBD for FY2022

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total percentage of households leased up in housing out of total vouchers issued (increase).	54% of households (out of total vouchers issued)	TBD for FY2022	TBD for FY2022	TBD for FY2022

Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives: For the new flexibility THA would report on the total percentage of households that were able to lease up a housing unit, compared to households that were unsuccessful leasing up, or households currently shopping for a unit. This would be tracked with our data system. THA's baseline reflects the total housing success rate for households issued a voucher over the past 12 months prior to this flexibility being instituted. THA will monitor this activity once the flexibility is fully implemented and establish a benchmark. For the remaining metrics THA would continue to use its data system and time study formulas to identify cost and time savings.

Description of Authorization or Regulation Waived: MTW Agreement Attachment C, Sections C.4 and D.1.c.; MTW Agreement Attachment C, Section D(1)(f)

6. Local Policies for Work-Able Households

THA is re-proposing Activity 6: Local Policies for Work-Able Households.

Description: THA used this activity to implement rent reform for work-able households in its federally subsidized programs. Under this plan work-able households are subject to the following rent policy:

- Complete recertification reviews once every 2 years instead of every year (biennial recertifications) with no “off-year” COLA-related rent adjustments unless interim is triggered;
- Eliminate dependent deduction;
- Eliminate medical deductions below \$2500 and implement bands;
- Implement 28.5% TTP to help offset the dependent deduction;
- Implement a tiered rent model based on adjusted income bands;
- Implement local verification policies as outlined in Activity 7;
- Implement minimum rent of \$75 (and therefore eliminate utility allowance reimbursements).

This above rent policy allows THA to streamline the process of rent calculations and annual reviews. THA has made changes to forms and documents in order to administer the rent reform program successfully and continues to see staff time and cost savings because of the biennial review schedule.

Households are able to rent from relatives when a household: cannot lease up because of poor credit; would rely on the relative to help with childcare; has poor rental history and has remediated the root causes for their rental history; or cannot lease because of poor criminal history that has shown proper rehabilitation. In these circumstances, all units would still undergo an HQS inspection and households must meet any additional requirements to be housed per HUD requirements and as authorized for THA under its associated activities.

THA’s hardship policy for MTW-HCV households states that households may request in writing a hardship exemption if they are paying the minimum rent but are no longer able to do so due to financial hardship. For MTW work-able households they must meet one of the following requirements: (1) income changes will require household to pay more than 50% of their income as rent; or (2) household has zero income. THA also requires that MTW work-able households show that they have applied for unemployment. THA’s hardship policy previously required households to obtain third-party documentation to show that they had applied for other hardship programs. THA recognized that this was an

unnecessary burden for households and made it extremely difficult for households who income-qualified for a hardship to receive one. THA removed this verification requirement.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants. In 2021, HUD approved changes that will allow THA to implement policy changes as needed during times of declared emergencies. See Appendix D: THA's Emergency Operations.

Relation to Statutory Objective: This activity and the new flexibility proposed as part of THA's amended 2022 MTW Plan serves the MTW statutory objective to increase housing choices for low-income families. This activity continues to serve the MTW statutory objective to reduce cost and achieve greater cost effectiveness in federal expenditures.

Anticipated Impacts: THA projects that this activity and the new flexibility proposed as part of THA's amended 2022 MTW Plan will expand housing choice for households who face significant barriers to renting in the private market due to their rental history or other screening barriers. Overall, THA streamlining its recertification process and deductions will significantly reduce staff time and other operating costs such as postage, copying, office equipment use, etc. It will reduce unnecessary intrusions into tenant privacy and pride because THA will not have to inquire with their employers and asset sources to verify private information and reveal to third parties that the tenant is receiving THA assistance.

Anticipated Schedule: THA anticipates enacting the new policy to allow voucher holders to rent from relatives as soon as it receives the necessary approvals from HUD. THA has already implemented measures to streamline the recertification process and deductions as THA received approval in a previous version of the plan, though it should be noted the plan will be updated upon this re-proposal of the activity.

Baselines, Benchmarks and Metrics: THA will continue to report on cost effectiveness metrics for CE #1, CE#2, CE#5, SS#1, SS#3, and SS#8. THA will utilize *HC #5: Increase in Resident Mobility* to report on the Housing Success Rate; that is, the total percentage of households that leased up a housing unit, when compared with households who were unsuccessful leasing up, or households currently shopping for a unit.

CE # 1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$36,284 cost to complete all work-able certifications impacted by this activity	\$18,142 (50% decrease)	TBD for FY2022	TBD for FY2022

CE # 2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	1,309 hours to complete all work-able certifications impacted by this activity	654 hours (50% decrease)	TBD for FY2022	TBD for FY2022

CE # 5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total household contribution towards housing assistance (increase). Average monthly tenant share.	\$0	\$731 (50% of 2-BD payment standard)	TBD for FY2022	TBD for FY2022

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$12,372	\$21,060	TBD for FY2022	TBD for FY2022

SS #3: Increase in Positive Outcomes in Employment Status				
Report the Baseline, Benchmark and outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
1) Employed full-time	323 households	693 households	TBD for FY2022	TBD for FY2022
	21%	45%		
2) Employed part-time	446 households	693 households	TBD for FY2022	TBD for FY2022
	29%	45%		
3) Enrolled in Educational Program	0	TBD	TBD for FY2022	TBD for FY2022
	0%	TBD		
4) Enrolled in Job Training	0	TBD	TBD for FY2022	TBD for FY2022
	0%	TBD		
5) Unemployed	Cannot establish baseline	154	TBD for FY2022	TBD for FY2022
		10%		

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	1,174 work-able households affected by this activity	Not to exceed 20% of work-able households	TBD for FY2022	TBD for FY2022

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Work-able households on traditional MTW rent calculation exiting the program with rent burden <50%	Exited with market rent burden <=50%: NA Average market rent burden (all traditional work-able): NA	50% of exiting or graduating households will have market rent burden <=50%	TBD for FY2022	TBD for FY2022

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total percentage of households leased up in housing out of total vouchers issued (increase).	54% of households (out of total vouchers issued)	TBD for FY2022	TBD for FY2022	TBD for FY2022

Data Collection Process and Proposed Metrics to Measure Achievement of Statutory Objectives: For the new flexibility THA would report on the total percentage of households that were able to lease up a housing unit, compared to households that were unsuccessful leasing up, or households currently shopping for a unit. This would be tracked with our data system. THA's baseline reflects the total housing success rate for households issued a voucher over the past 12 months prior to this flexibility being instituted. THA will monitor this activity once the flexibility is fully implemented and establish a benchmark. For the remaining metrics THA would continue to use its data system to obtain income and employment outcomes and utilize its time study formulas to identify cost and time savings.

Description of Authorization or Regulation Waived: Standard MTW Agreement: Attachment C Section C.4, C.11, D.1.c, D.2.a, D.3.a, and D.3.b.; MTW Agreement Attachment C, Section D(1)(f)

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-05-25 (2)

Date: May 25, 2022
To: THA Board of Commissioners
From: April Black
Executive Director
Re: Update to Payment Standards

This resolution would authorize Tacoma Housing Authority (THA) to adopt new payment standards for use in THA's rental assistance programs.

Executive Summary

THA staff conducted an analysis of the agency's payment standards and recommend increasing the payment standards for zero, one, two and three bedrooms for the following reasons:

- There has been a notable increase in the overall rent burden rate among participants, especially for HOP households, and 1- and 2-bedroom households.
- Rent increases are considerably higher when compared to previous years. This may be due to the lifting of the Rent Moratorium and rapidly increasing market rents. Rents are steadily increasing across THA's jurisdiction and for all bedroom sizes. Average contract rents are increasing at a faster rate than the reported regional market rates, especially for units with 2 and fewer bedrooms.
- Vacancy rates remain quite low across the region, especially neighborhoods featuring greater market affordability.
- 305 vouchers were issued over the past 6 months and 33% of households have secured housing.
- 25% of voucher holders are renting (appropriately sized) units above the payment standard.

	Current Payment Standards	FY2022 FMRs	Proposed Payment Standards	% of the FMR	% Increase from current PS	Proposed HOP Subsidy Amount
Studio	\$1,056	\$1,056	\$1088	103%	3%	\$544
1 bedroom	\$1,162	\$1,162	\$1220	105%	5%	\$610
2 bedroom	\$1,484	\$1,484	\$1558	105%	5%	\$779
3 bedroom	\$2,108	\$2,108	\$2,171	103%	3%	\$1,086
4 bedroom	\$2,540	\$2,540	\$2,540	100%	0%	\$1,270
5 bedroom	\$2,921	\$2,921	\$2,921	100%	0%	\$1,461
6 bedroom	\$3,302	\$3,302	\$3,302	100%	0%	\$1,651
7 bedroom	\$3,683	\$3,683	\$3,683	100%	0%	\$1,842
8 bedroom	\$4,064	\$4,064	\$4,064	100%	0%	\$2,032

Background

Each year the Department of Housing and Urban Development (HUD) releases rent data for the Tacoma-Pierce County metropolitan rental market. These data set HUD's "fair market rents" (FMR) for our area for the year, in this case, 2022. Housing Authorities must set their payment standards within 90-110% of the HUD FMR. The payment standards are then used in determining the maximum amount of subsidy THA will pay to landlords. They are also used in the calculation of THA tenant and participant rents.

THA is required to complete an assessment of its tenant data and make adjustments to its payment standards based on this data. In addition to tenant data, THA uses a compilation of 3rd party reports and data to assess the region's rental market. The payment standards were last changed effective December 1st, 2021 .

THA is committed to a mid-year review of our payment standards to ensure they are meeting the needs of participants. This is the mid-year review and subsequent recommendations based off of our analysis.

The following table reflects the HUD 2022 FMRs and the previous 2021 FMRs:

	FY2021 FMRs	FY2022 FMRs	\$ Change	FMR % Change From 2021 - 2022
Studio	\$1011	\$1,056	\$45	4.5%
1 bedroom	\$1126	\$1,162	\$36	3.2%
2 bedroom	\$1461	\$1,484	\$23	1.6%
3 bedroom	\$2091	\$2,108	\$17	0.8%
4 bedroom	\$2530	\$2,540	\$10	0.4%
5 bedroom	\$2909	\$2,921	\$12	0.4%
6 bedroom	\$3289	\$3,302	\$13	0.4%
7 bedroom	\$3668	\$3,683	\$15	0.4%
8 bedroom	\$4048	\$4,064	\$16	0.4%

Analysis

For this mid year review, THA staff considered the following factors:

1. **Rent burden (% of household income paid toward rent and utilities)**
2. **Rent increases processed by THA and the average percent increase**
3. **Housing success rate**
4. **Average market rent and vacancy rates**
5. **Comparison of current payment standards with average market rents**
6. **Comparison of current payment standards with internal THA household rents**
7. **Comparison of internal THA household rents with average market rents**
8. **The overall financial impact on THA**

1. **Rent Burden: Tenant-based voucher households are facing a steeper rent burden than in past years.**

As per the THA Administrative Plan, rent burden is determined by identifying the percentage of households, for each unit size, that are paying more than 30% of their monthly adjusted income as the family share. HUD has established a standard that households paying more than 30% of their income toward rent are considered rent burdened. When 40% or more of families, for any given unit size (number of bedrooms per unit), are paying more than 30% of adjusted monthly income as the family share, THA will consider increasing the payment standard. In evaluating rent burdens, THA will not include families renting a larger unit than their family unit size. When a household selects a unit where the gross rent (rent & utilities) exceeds the payment standard, the household pays the difference. This results in a larger out of pocket expense for the client. Increasing the payment standards helps offset some of that expense.

- 1.1. February 2021 – 21.2% of traditional Housing Choice Voucher households (HCVs) and 47.0% of Housing Opportunity Program (HOP) households were paying more than 30% of their income toward rent.
- 1.2. February 2022 – 24.6% of traditional HCVs and 53.2% of HOP households were paying more than 30% of their income toward rent [Figure 1].

Average Household Percentage over 30% Rent Burden by Tenant Based Voucher Program, 2018-2022

40% Threshold Line Shown. Average % and n counts shown as data labels. Year shown at bottom of graph.

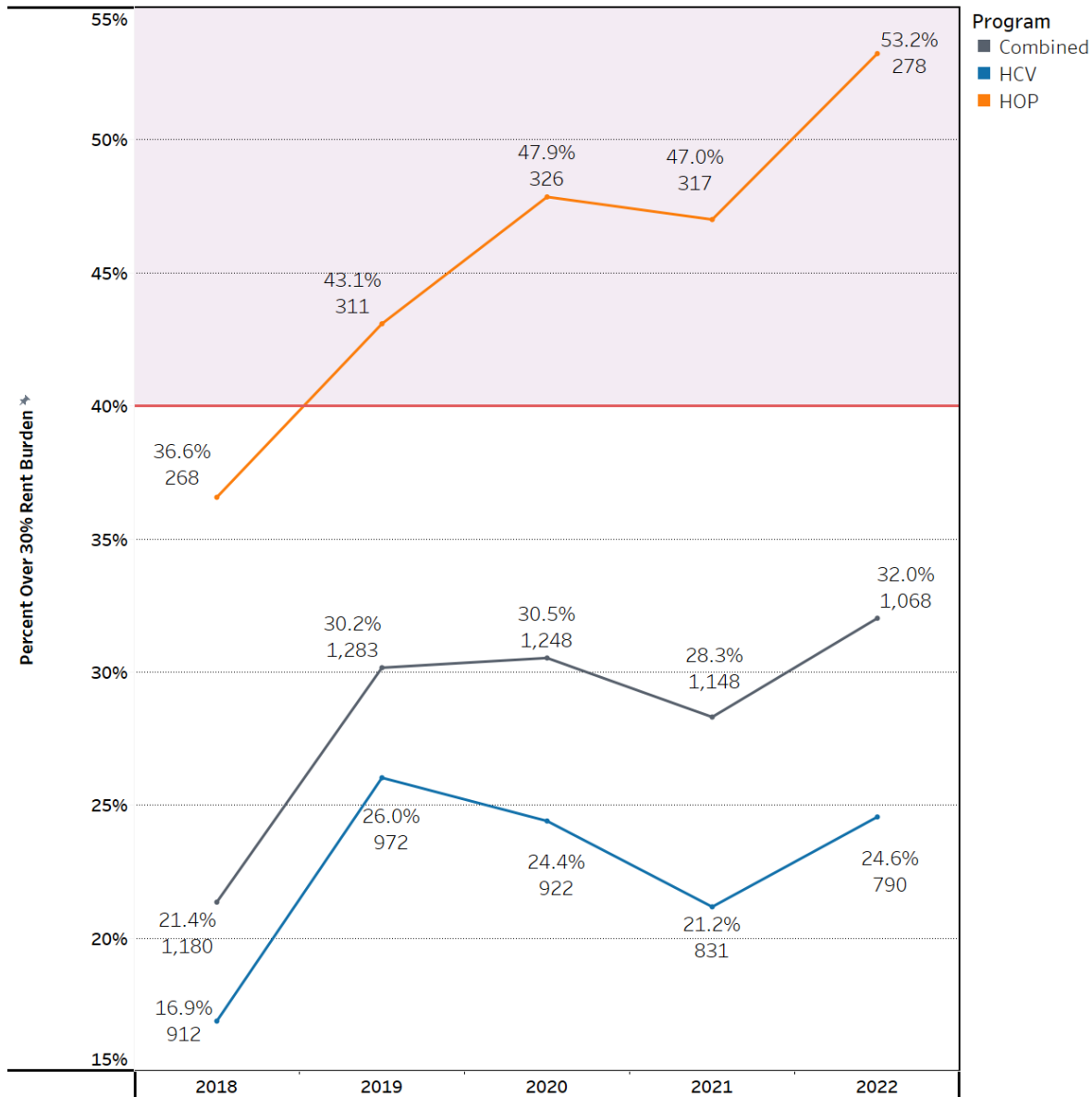


Figure 1. Percentage of Tenant Based Voucher Households Over 30% Rent Burdened
Percentage of households over 30% rent burden disaggregated by program and combined, showing annual average taken in February each year from 2018-2022. Rent Burden calculations remove households renting units with bedrooms larger than their calculated voucher size.

The average rent burden is 30.1% and 35.8% for HCV and HOP, respectively [Figure 2]. This is because in most cases HOP provides a shallower subsidy in an effort to serve more households. Overall, households face a steeper rent burden than in past years. Combining HOP and HCV, the average rent burden is 31.6%, which appears to be the first time that the average crested the 30%

rent burden threshold since at least 2018. Similarly, currently 32.0% of Tenant Based Voucher (TBV, combining HOP and HCV) households are over 30% rent burdened which appears to be the highest rate in recent years [Figure 1].

Average Household Rent Burden by Tenant Based Voucher Program, 2018-2022

Rent Burden Threshold 30% Line Shown. Average % and n counts shown as data labels. Year shown at bottom of graph.

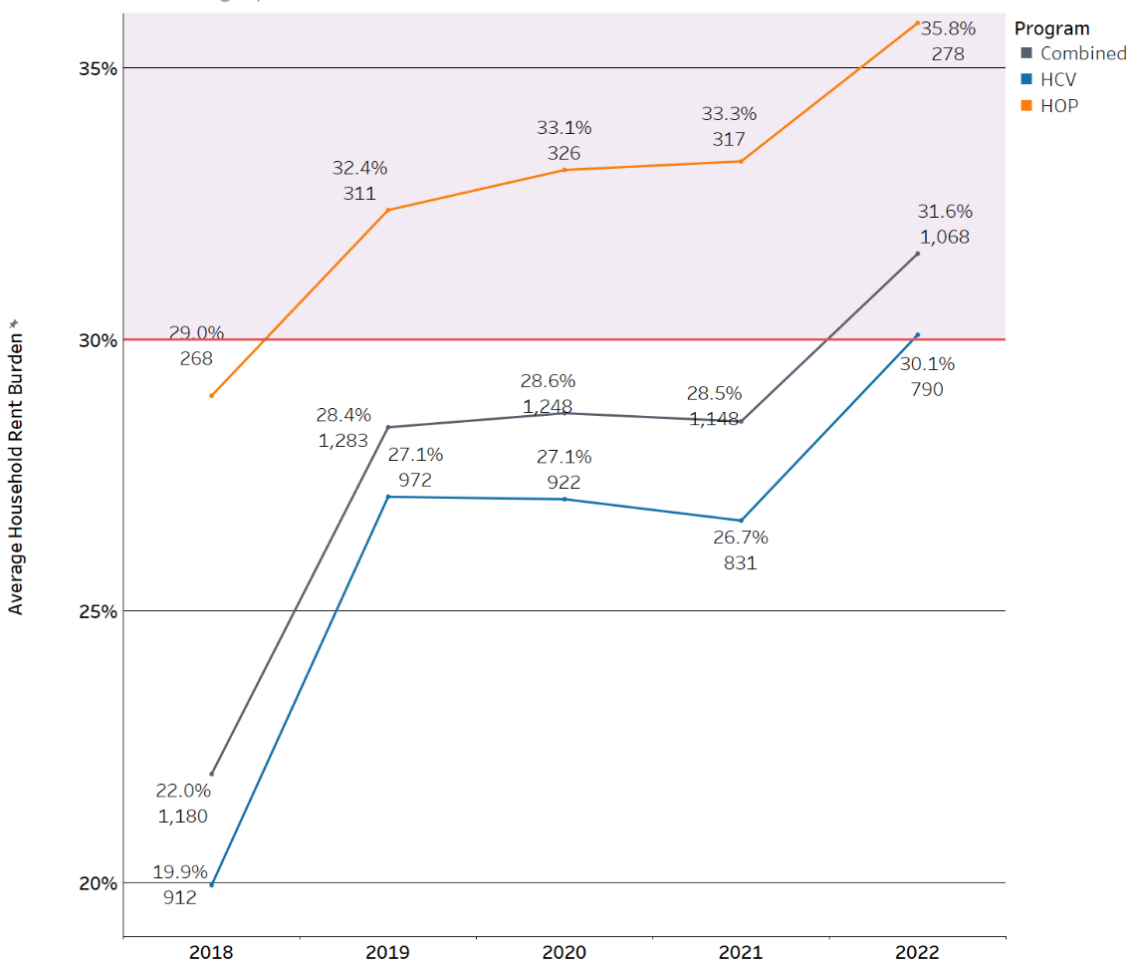


Figure 2. Tenant Based Voucher Household Rent Burden, 2018-2022

Rent burden calculated by family share of rent as fraction of adjusted income. Disaggregated by program and combined, showing annual average taken in February each year from 2018-2022.

While the average combined Rent Burden statistics are more heavily influenced by the larger proportion of HCV households, in recent years the proportion of HOP households has increased from 22.7% in 2018 to 26.0% in 2022. Given the generally lower Housing Assistance Payment (HAP) subsidy of HOP households, this may explain some of the increased rent burden.

Breaking down rent burden measures by number of bedrooms, 2- and 3-bedroom households tend to average the highest rent burden at 40.2% and 33.3%, respectively. More on this in the

sections below as it relates to vacancy, market rates, and payment standards. Across all unit sizes, HOP households experience a higher percentage of being rent burdened (over 30%) relative to HCV households, yet the combined average of all TBV households is under the 40% threshold mark [Figure 3]. This is likely due to the greater proportion of HCV households experiencing less average rent burden.

Similarly, households renting units above the payment standard tend to experience higher levels of rent burden [Figure 4]. Overall, however these instances tend to be less frequent than households with contract rents within the payment standard amounts allotted by number of bedrooms.

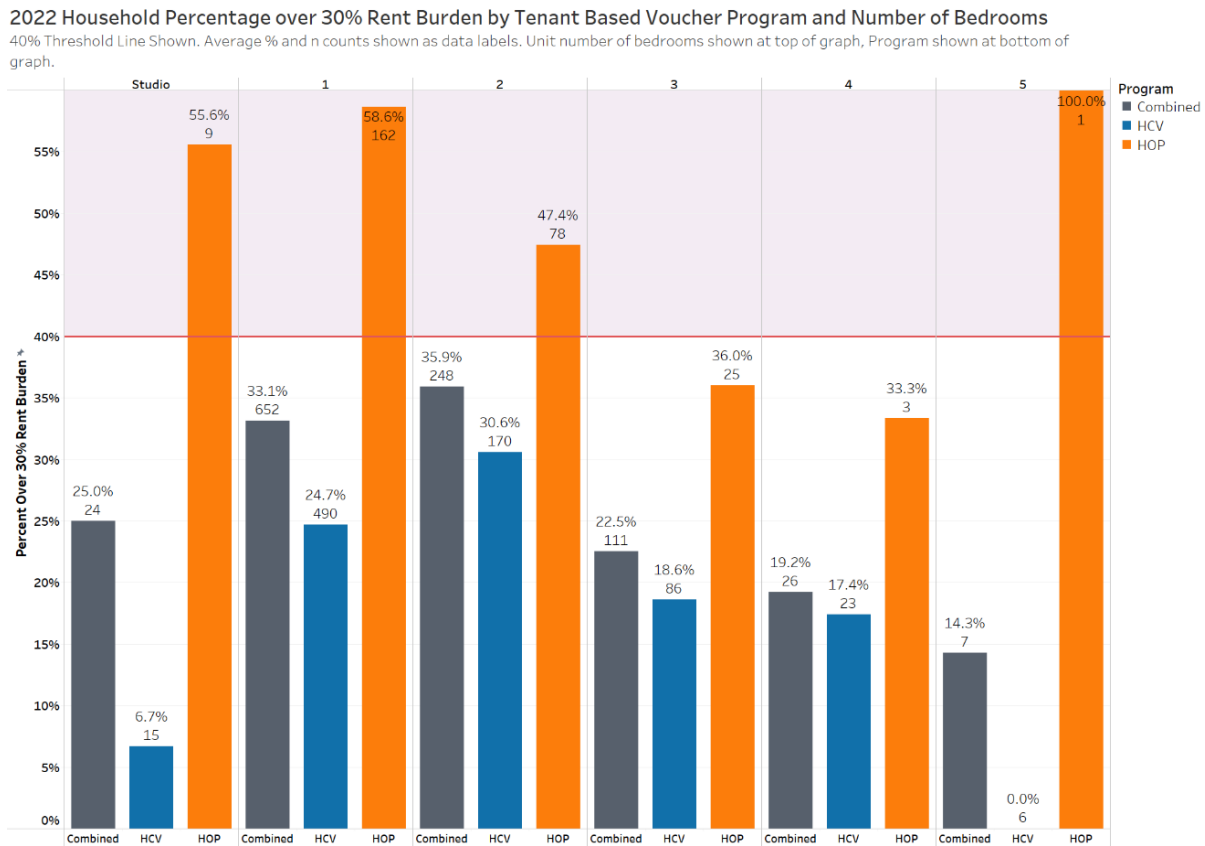


Figure 3. Percent of Households over 30% Rent Burden by Program and Bedrooms, 2022.
 Percentage of households over 30% rent burden by program and number of bedrooms.

2022 Household Percentage Over 30% Rent Burden by Number of Bedrooms and Payment Standard Difference

40% Threshold Line Shown. Average % and n counts shown above bars. Number of Unit Bedrooms shown at top of graph, Above or Not Above Payment Standard shown at bottom of graph.

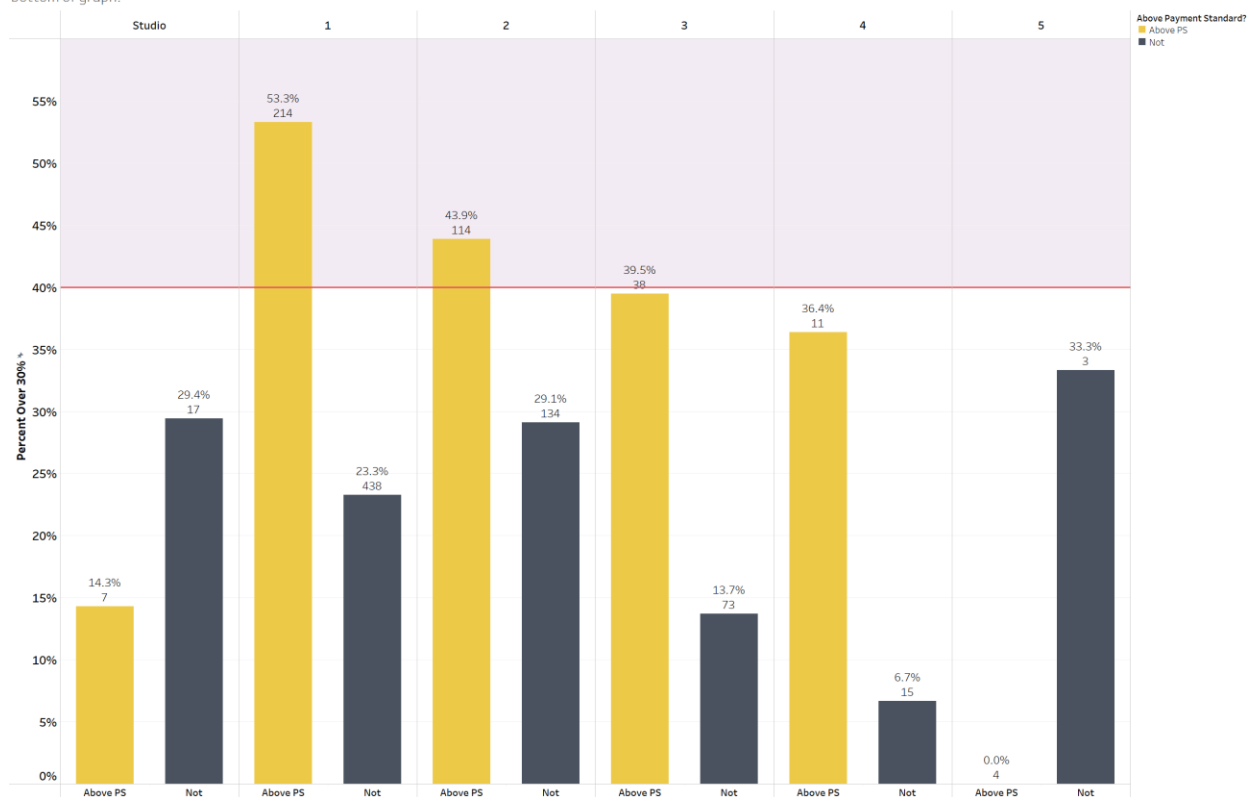


Figure 4. Percent of Households over 30% Rent Burden by Payment Standard Difference and Bedrooms, 2022. Percentage of households over 30% rent burden by contract rent above or not above payment standard by unit size.

2. **Rent Increases Processed:** From 2021 to present, the average interim rent increase percentage was nearly twice as high as pre-pandemic amounts.

Subsequent to the Rent Moratorium lifting effective July 1, 2021, staff have processed 963 interim certification rent increase requests, with an overall average percentage increase of 16.3% (\$174) of previous contract rents. By comparison, in 2020, staff processed 278 rent increase requests with an average 9.7% (\$99) of previous contract rents [Figure 5]. Prior to the pandemic, in 2019, the averages were still considerably lower than they are post moratorium, at a 10.2% (\$99) increase of previous contract rents.

Percent Rent Increase for Tenant Based Voucher Households, 2018-February 2022

Limited to Interim Certifications with Contract Rent Increases \$1+ from previous Certification. Data labels include percentage rent increase, dollar rent increase, and count of rent increase. Year label shown at bottom of graph.

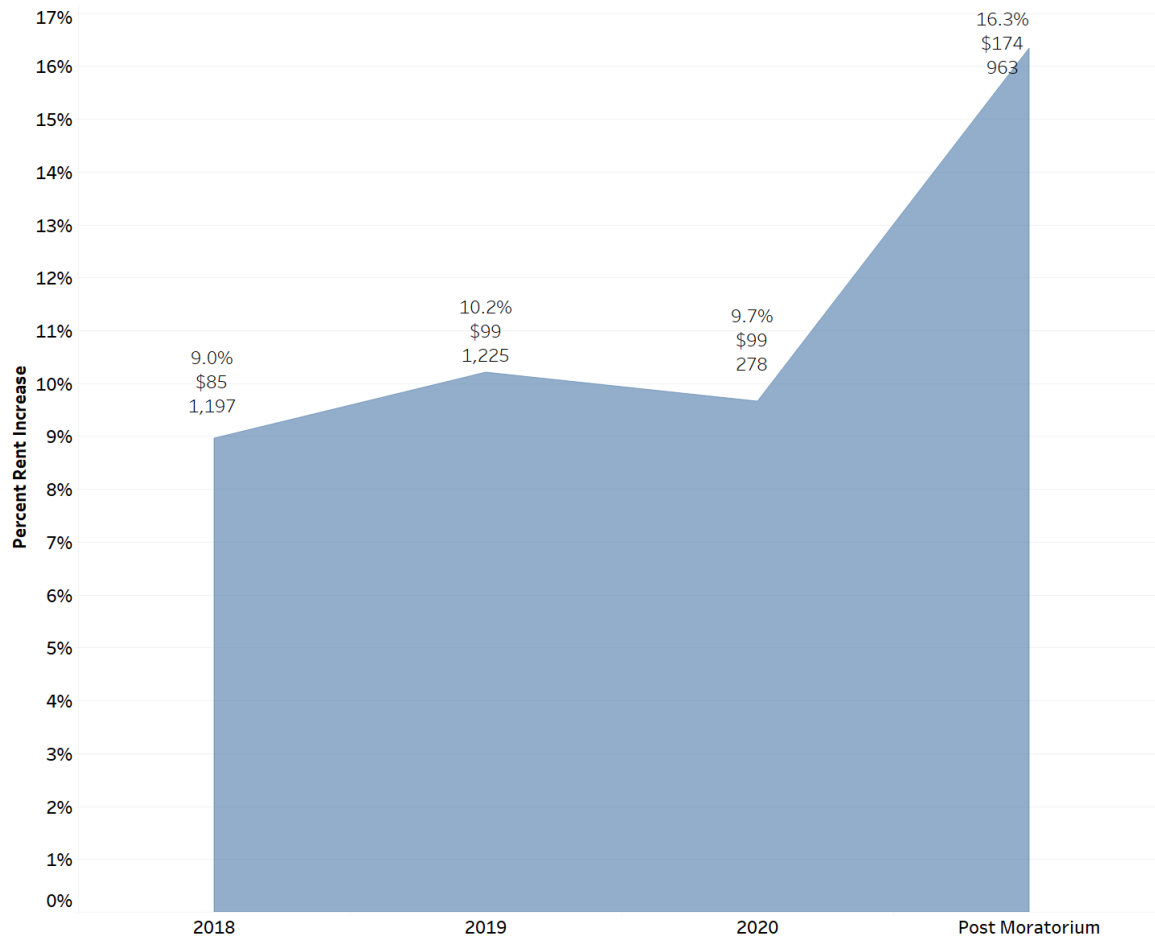


Figure 5. Rent Increases Processed 2018-Feb 2022. Based upon interim certification records for new contract rents \$1 or greater when compared to the previous certification record per household, 2018-February 2022.

Breaking down the post moratorium time interval by number of bedrooms, the largest percent interim rent increase was seen for 5-bedroom units (21.1%, \$383), followed by 2 (17.4%, \$178) and then 1 bedroom units (16.1%, \$138) [Figure 6].

Percentage Rent Increase for Tenant Based Voucher Households by Number of Bedrooms, Post Moratorium (July 2021- Feb 2022)

Limited to Interim Certifications with Contract Rent Increases \$1+ from previous Certification. Data labels include percentage rent increase, dollar rent increase, and count of rent increase. Number of Bedrooms shown at bottom of graph.

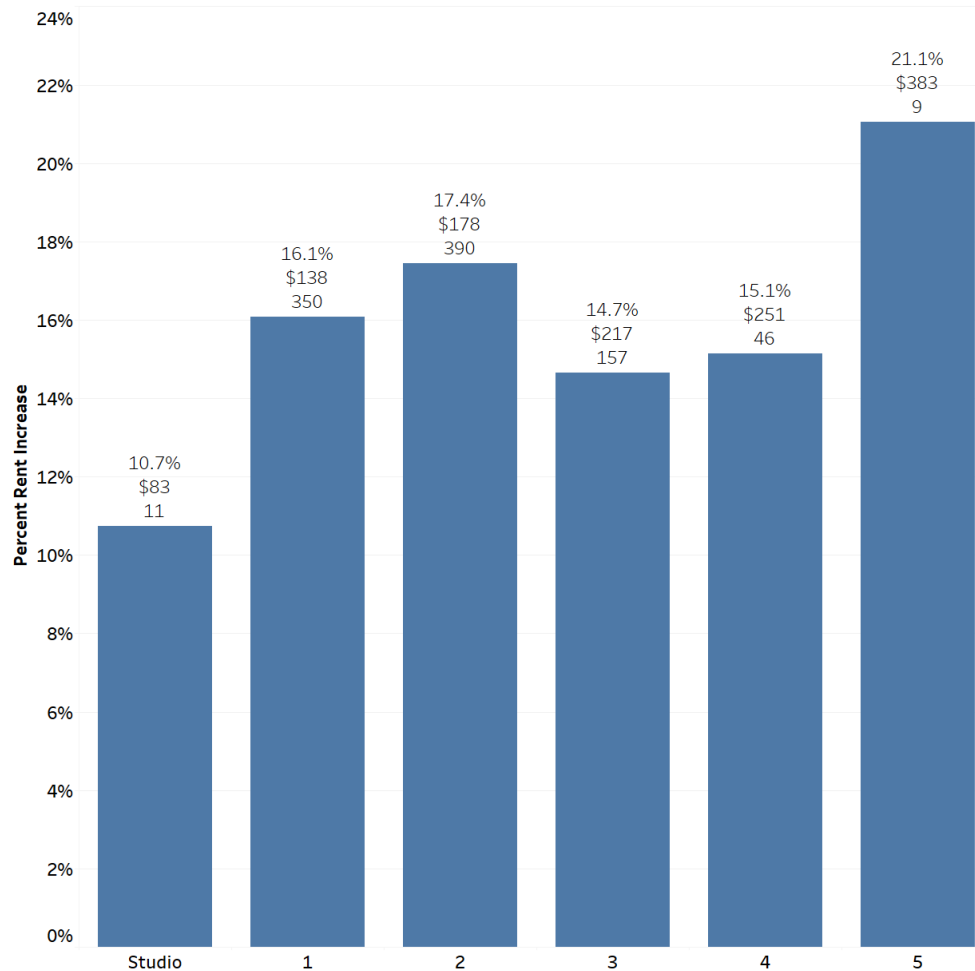


Figure 6. Rent Increases Processed Post Rent Moratorium by Number of Bedrooms.

Based upon interim certification records for new contract rents \$1 or greater when compared to the previous certification record per household, disaggregated by unit size, July 2021-February 2022.

The proportion of these rent increases as a fraction of total TBV households broken down by unit size is shown in Figure 7 (grey bars). We can see that 1- and 2-bedroom households were most prone to interim rent increases at 53.1% and 48.6%, respectively. Further breakdown by whether the increases occurred in multifamily structures or exist as single family dwellings (houses) can also be seen in the blue (multifamily dwellings) and orange (single family dwellings) bars in Figure 7. These differences come into play later when discussing average rents relative to payment standards and market rates in the sections below.

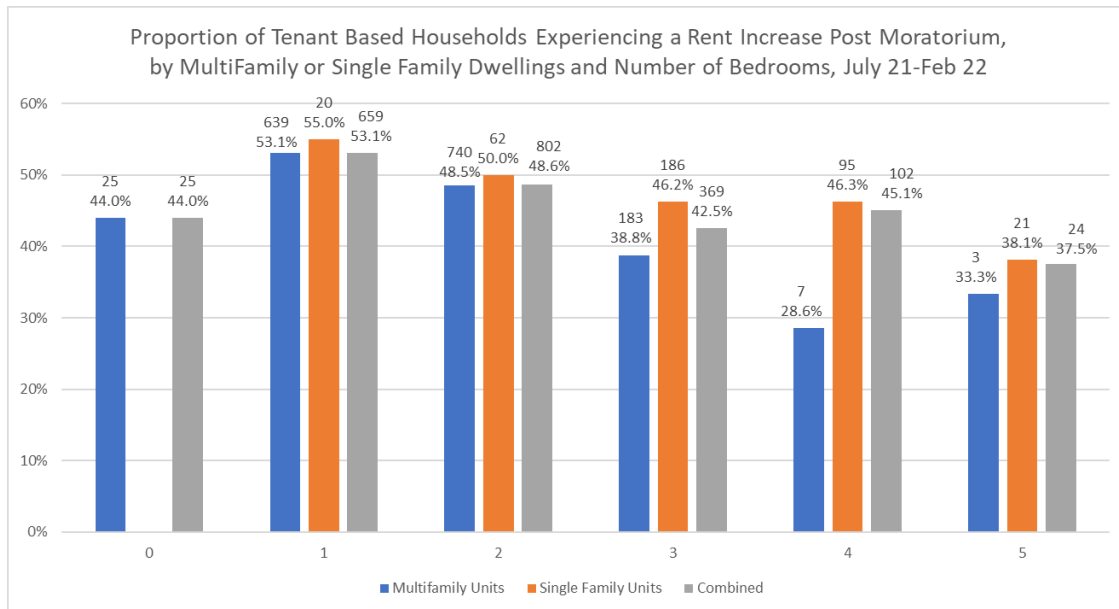


Figure 7. Proportion of Households by Number of Bedrooms and Multifamily or Single Family Dwelling Which Experienced a Rent Increases Post Moratorium. Data labels show total number of households within number of bedroom and dwelling type and the percentage which experienced a rent increase. Dwelling type disaggregated into multifamily (blue bars) and single family (orange bars) units. Combined total and weighted percentage shown in grey bars.

In general, as the number of bedrooms per unit increases, so does the proportion of renting from single family homes [Figure 8]. At 3 bedrooms per unit, the majority of TBV households rent single family units. Overall, over 70% of TBV Households rent studio, 1-, or 2- bedroom units in multifamily dwellings [Figure 8].

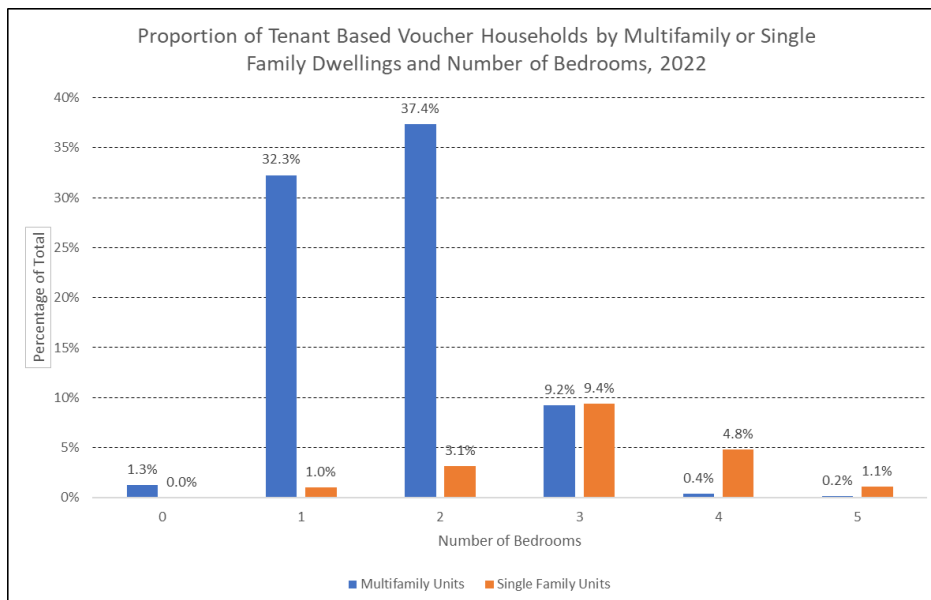


Figure 8. Proportion of Tenant Based Voucher Households by Number of Bedrooms and Dwelling Type, 2022. The vast majority of TBV households served live in 1 and 2 bedroom

units. In general , as the number of bedrooms increase, so too does the proportion of households living in single family units.

Placing rent increases by unit size in historic context, we can see steep rent increase percentage rises from 2020 to 2021 and onwards (post moratorium) across units with 1 through 5 bedrooms, with a less steep increase for studio apartments [Figure 9]. This is likely due in part to the lifting of the rent increase moratorium and increasing market rents throughout the region (Section 3 below).

Percentage Rent Increase by Number of Bedrooms, 2018-February 2022

Limited to Interim Certifications with Contract Rent Increases \$1+ from previous Certification. Data labels include percentage rent increase, dollar rent increase, and count of rent increase. Number of Bedrooms shown at top of graph, Year labels shown at bottom of graph.

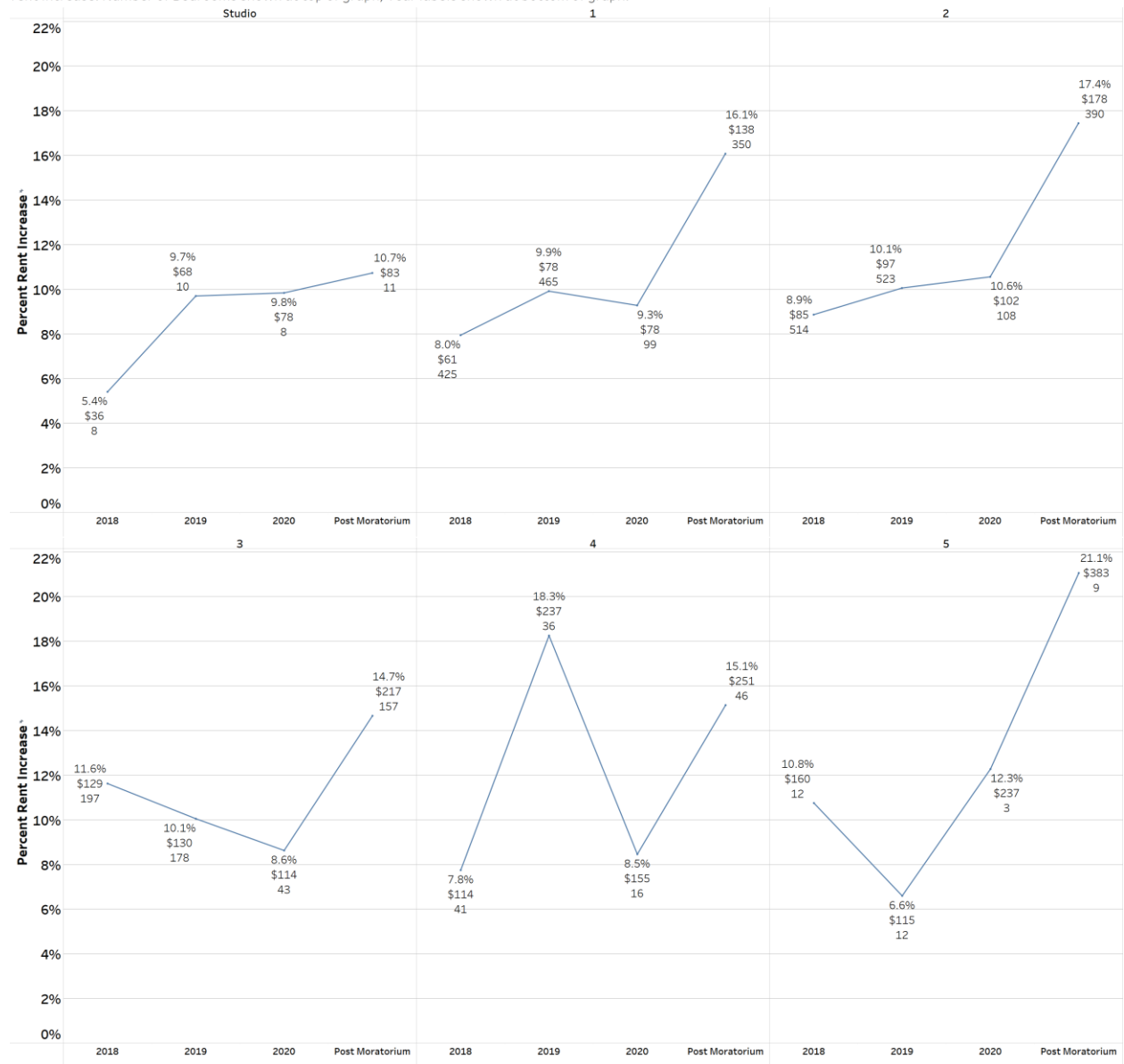
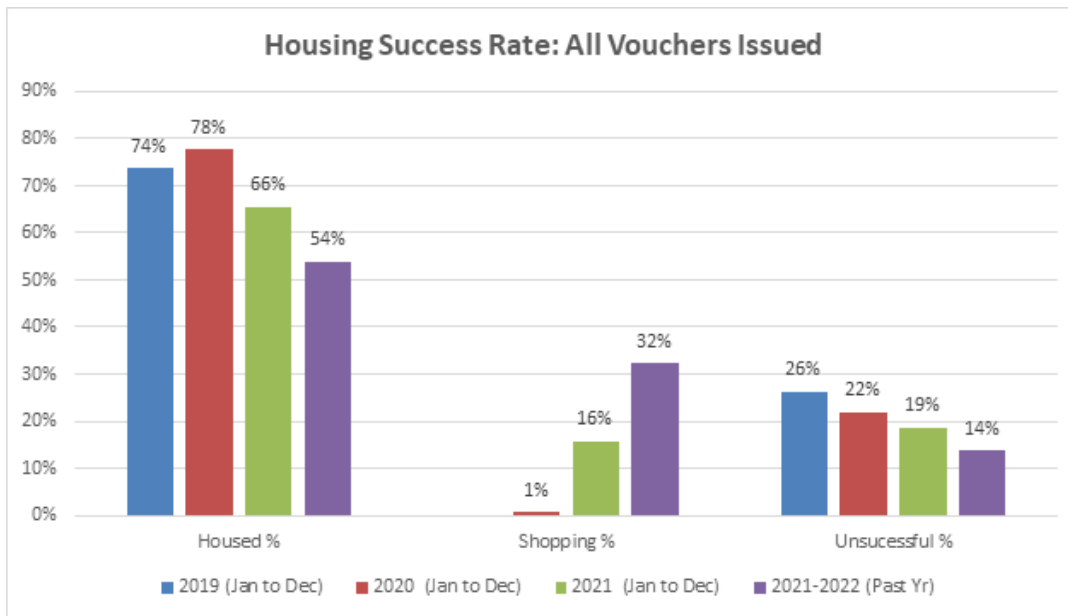


Figure 9. Interim Certification Rent Increases by Number of Bedrooms, 2018-2022. Based upon interim certification records for new contract rents \$1 or greater when compared to the previous

certification record per household, disaggregated by unit size, 2018-February 2022.

3. Housing Success Rate: Less than half of households issued a voucher within the past six months have secured housing.

33% of households issued a voucher within the past six months have secured housing. Over the past year (March 2021 - April 2022), 54% of households secured housing compared to 66% in 2021(December – January).



4. Average Market Rent and Vacancy Rates: Market rents continue to increase across all bedroom sizes while vacancy rates may be slightly decreasing or staying near constant levels.

Lower vacancy rates and higher rents make it difficult for clients to compete for units on the rental market. Increasing the payment standards helps them compete for those units with less out of pocket expenses.

In the past, THA had relied heavily on the vacancy report provided by Dupre + Scott. That company decided to cease operation in January 2018. Afterwards, THA used various compilations of on-line resources and a rental property survey that McCament and Rogers conducted twice yearly. Beginning this year, THA has established a contract with CoStar, a leading provider of apartment rental rate data. The geographic regions used for market rent comparisons are presented with boundaries roughly corresponding to the THA's jurisdiction and Tacoma Area Neighborhoods [Figure 10].

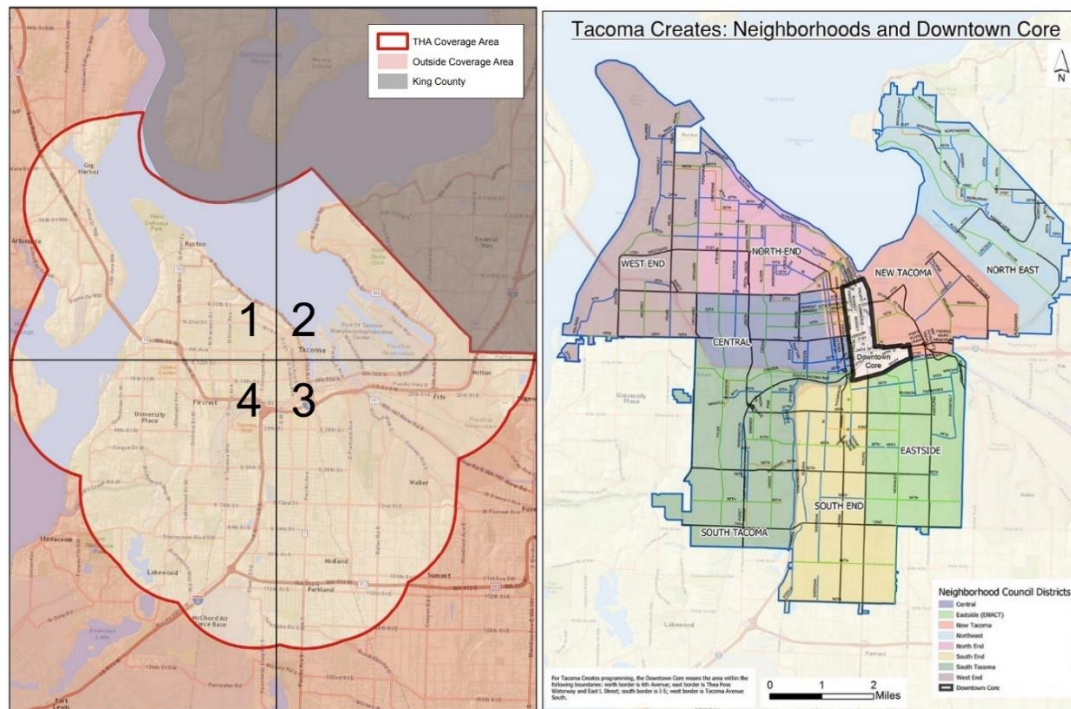


Figure 10. Geographic Regions Used for Market Comparison. Tacoma Housing Authority's jurisdiction Region (left) shown Source: <https://www.tacomahousing.org/resources/boundary-map/>. Tacoma Area Neighborhoods (right) shown. Source: <https://www.tacomacreates.org/definitions>.

Rent: THA's jurisdiction average rental amounts and vacancy rates in 2022 YTD are shown as compared to surrounding Pierce County and Tacoma Area Neighborhoods in Table 1. Average market rents are depicted visually in Figure 11. THA's jurisdiction market rents averaged \$1,502 in 2022 YTD, \$1,528 in Pierce County, and a range of \$1,935 (North East Tacoma, maximum) to \$1,047 (South End of Tacoma, minimum). Total Units (N) and Existing Buildings are also shown in Table 1.

Measure	Region/ Neighborhood										
	THA Service Area	Pierce County	North East Tacoma	West End	New Tacoma	Downtown	South Tacoma	North End	Eastside	Central Tacoma	South End
Average Yearly Effective Rent 2022 YTD (\$)	\$1,502	\$1,528	\$1,935	\$1,620	\$1,609	\$1,609	\$1,424	\$1,409	\$1,180	\$1,061	\$1,047
Vacancy Rate (%)	4.6%	4.4%	5.0%	5.1%	12.5%	15.7%	2.7%	4.2%	8.1%	2.5%	2.7%
Average 2022 YTD	4.6%	4.4%	5.0%	5.1%	12.5%	15.7%	2.7%	4.2%	8.1%	2.5%	2.7%
Vacant Units	1,995	2,719	35	182	404	361	102	118	82	60	36
Total Units (N)	45,847	65,228	757	4,340	3,941	2,850	3,811	2,958	1,054	2,339	1,389
Existing Buildings	1,392	2,081	27	72	62	54	132	213	60	150	85

Table 1. 2022 YTD average Vacancy Rates¹ and Rent by Tacoma Neighborhoods. Effective market rent includes concessions made between tenant and landlord. Rents displayed are average over the year by CoStar methodology.

Average Yearly Effective Market Rent by Region/Neighborhood, 2022 YTD
CoStar dataset limited to Multi-Family properties. Region/Neighborhood shown at bottom of graph.

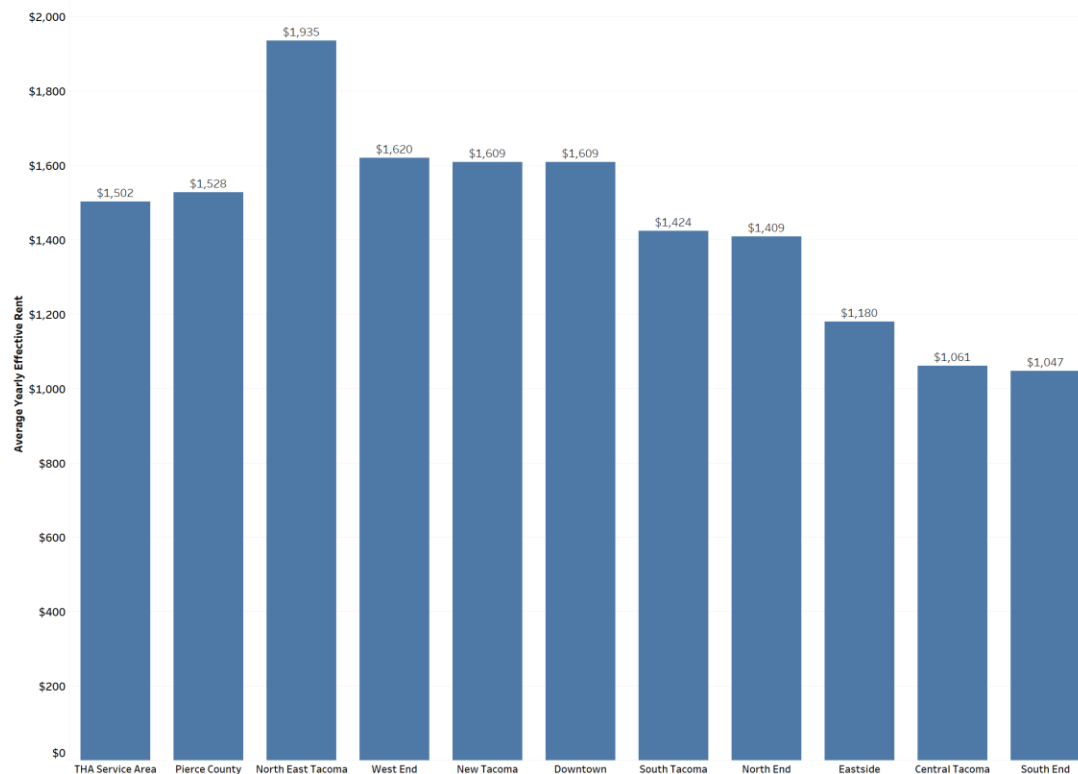


Figure 11. Average Effective Market Rent by Region/Neighborhood, 2022 YTD. Effective market rent includes concessions made between tenant and landlord. Rents displayed are average over the year by CoStar methodology.

Figure 12 compares these same regions or neighborhoods to each other over time, beginning with 2018 and ending with a forecast on an average yearly basis through 2026. Market rents are expected to continue to increase across all regions as they have been in the recent past, with overall differences in affordability appearing to remain fairly constant (distance between trend lines in Figure 14).

¹ Vacancy Rates and units may be elevated due to recent construction and renovation events, with higher frequency of such events relative to existing inventory in New Tacoma, Downtown, and Eastside Tacoma. Therefore, this component may be interpreted with caution.

Average Yearly Effective Market Rents, Multifamily Units 2018-2026

CoStar Dataset. Year label shown at bottom of graph. Estimated values 2022-2026. 2022 YTD average market rent \$ values shown.

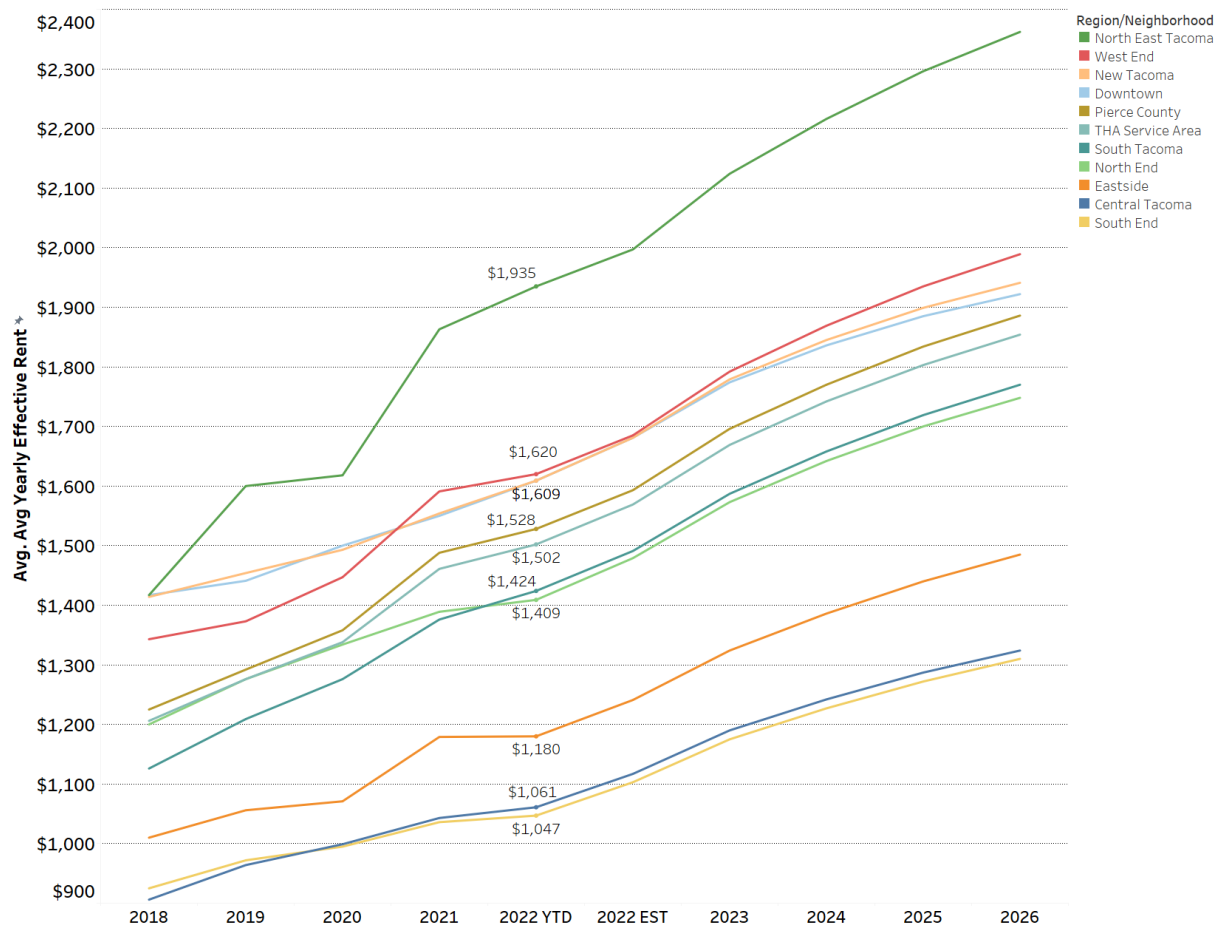


Figure 12. Market Rent by Region/Neighborhood, 2018-2026. Effective market rent includes concessions made between tenant and landlord. Rents displayed are average over the year by CoStar methodology, shown disaggregated by geographic region. Timeline from 2018-2026 includes projections.

Table 2 features a breakdown of average 2022 YTD vacancy rates and market rents within the THA Service Area by number of bedrooms, studio through 3.² THA's jurisdiction market rents averaged \$1,502 in 2022 YTD (combined), with weighted contributions from studio apartments (\$1,144; n = 5,820) to three bedroom units (\$2,092; n = 3,186) [Table 2 and Figure 13]. Market rents are expected to continue to increase across all bedroom sizes as they have been in the recent past [Figure 13].

² Since CoStar does not currently feature a single-family dwelling rental property database, and the majority of THA TBV 4+ bedroom units occur in single family dwellings [Figure 11], the representation of CoStar data at the 4+ bedroom category is limited and has been removed from comparison.

THA's Jurisdiction 2022 YTD	Unit Size				
	Combined	Studio	1	2	3
Average Yearly Effective Rent 2022 YTD (\$)	\$1,502	\$1,144	\$1,324	\$1,607	\$2,092
Vacancy Rate (%)					
Average 2022 YTD	4.6%	5.2%	4.8%	4.2%	4.9%
Average Vacant Units 2022 YTD	1,995	259	779	806	150
Total Units (N)	45,847	5,820	16,886	19,911	3,186
Existing Buildings	1,392	480	633	876	238

Note: Vacancy rates for areas with greater affordability are below 3% (see Table 1)

Table 2. 2022 YTD average Vacancy Rates and Rent by Number of Bedrooms within THA's jurisdiction. 4+ bedrooms not shown due to small sample size as increasing proportions of households rent Single Family Dwellings with increasing bedrooms.

Average Effective Rent THA Service Region, by Bedroom 2018-2026

CoStar Dataset. Year label shown at bottom of graph. Estimated values 2022-2026. 2022 YTD average and estimated 2022 EST and 2023 average market rent % values shown.

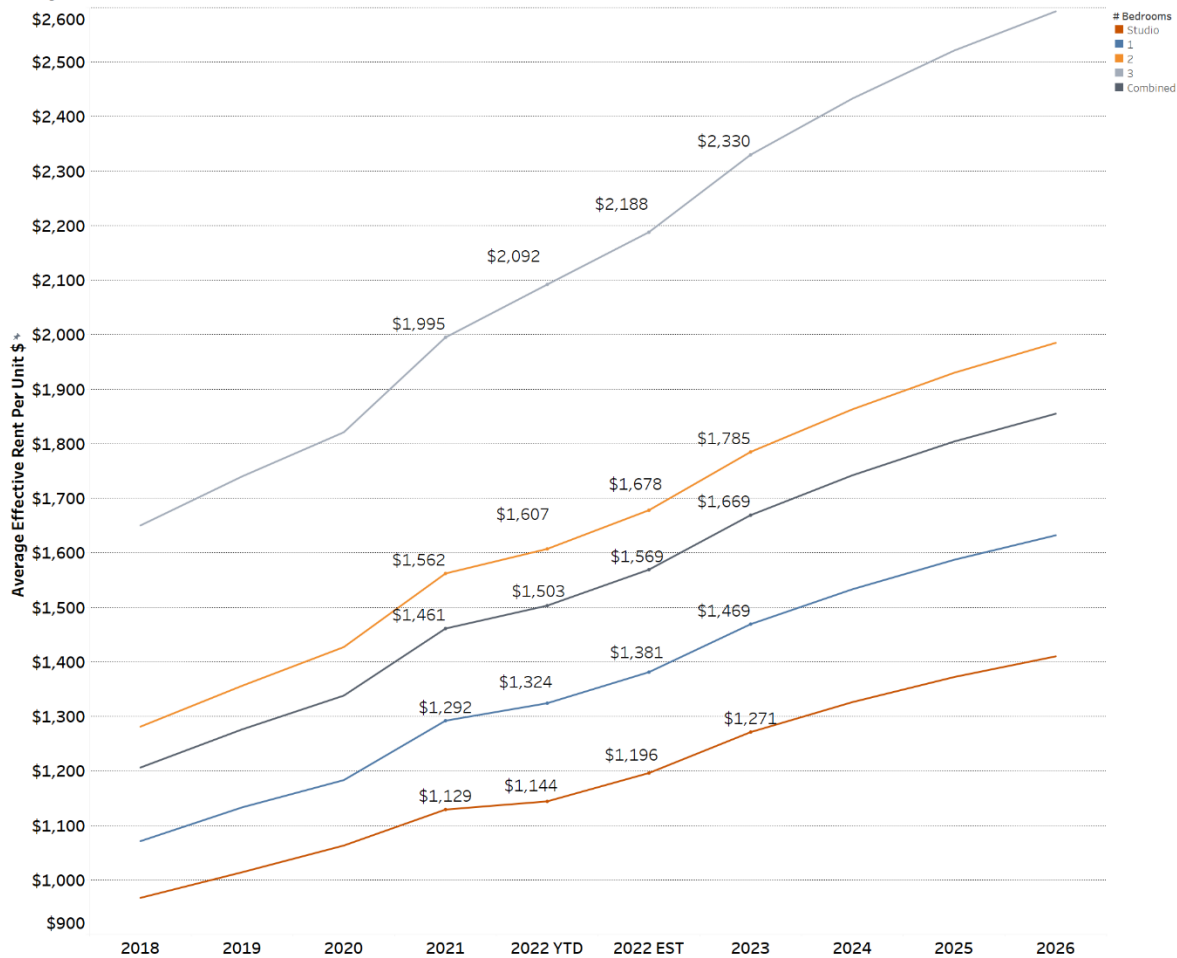


Figure 13. Market Rent by Number of Bedrooms, THA's jurisdiction, 2018-2026. Effective market rent includes concessions made between tenant and landlord. Rents displayed are average

over the year by CoStar methodology, shown disaggregated by unit size within THA's jurisdiction. Timeline from 2018-2026 includes projections.

Vacancy Rates: As shown in Table 1 and Figure 14, THA's jurisdiction average annual vacancy rates are compared to surrounding Pierce County and Tacoma Area Neighborhoods. The THA Service Area vacancy rates averaged 4.6% in 2022 YTD, 4.4% in Pierce County, with a range of 15.7% (Downtown Tacoma, maximum)³ to 2.5% (Central Tacoma, minimum). Total Units (N) and Existing Buildings are also shown in Table 1.

Average Vacancy % by Region/Neighborhood, 2022 YTD

CoStar data set limited to Multi-Family properties. Data labels show Vacancy % and Total Unit Inventory N. Region/Neighborhood labels shown at bottom of graph.

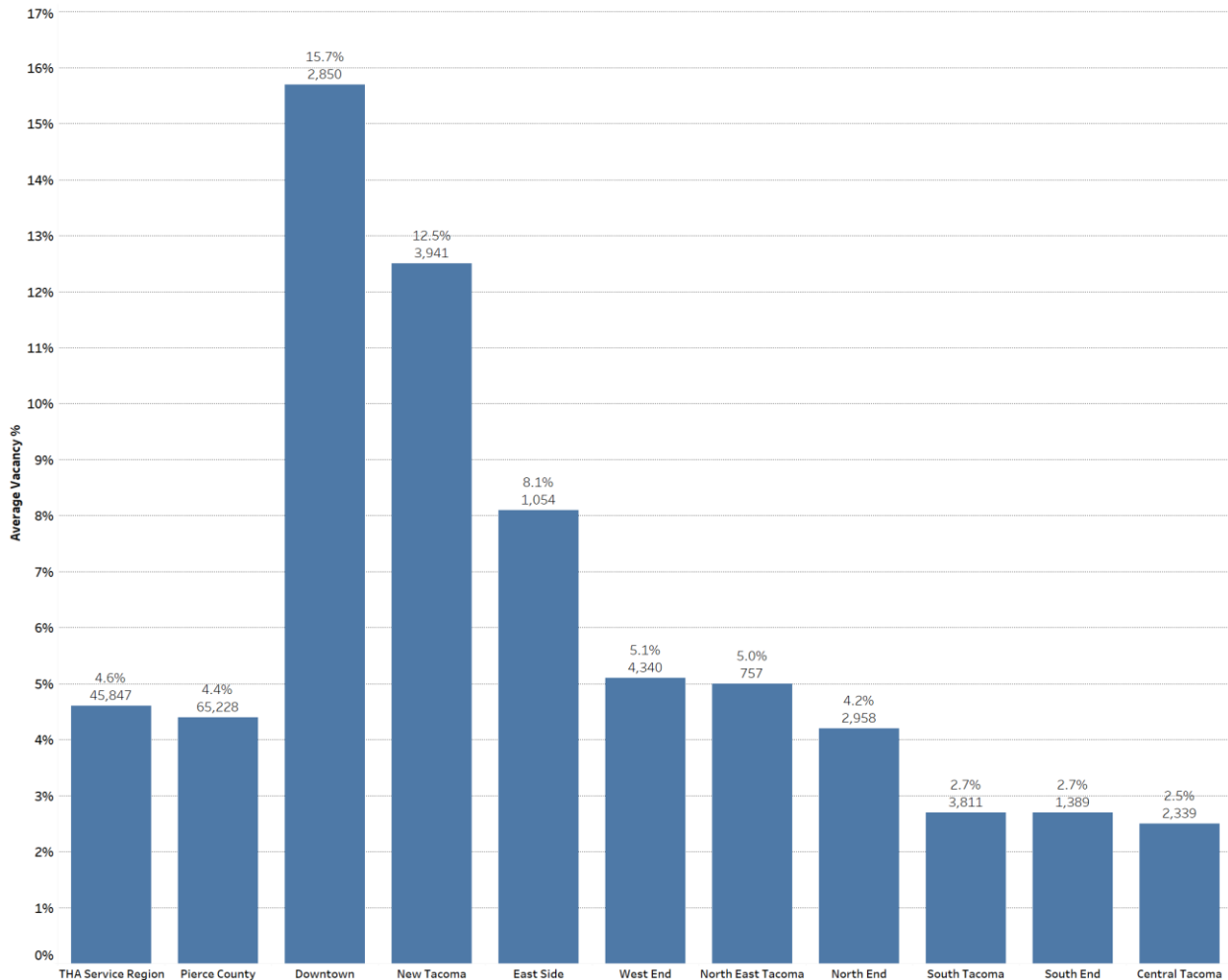


Figure 14. Average Vacancy Rates by Region/Neighborhood, 2022 YTD. Vacancy rates may be both a function of existing market inventory and newly constructed or renovated units which are

³ The elevated vacancy rate of Downtown, New Tacoma, and Eastside (and potentially other neighborhoods) may be influenced by newly constructed and/or renovated units which are currently on the market as per CoStar data. Therefore they have not been removed from this analysis as trend data in Figures 15 and 16 allows the comparison over time to be maintained without excessive complication while working with the CoStar database. Vacancy rates for areas with greater affordability are below 3%.

still unoccupied. Figure 15 compares these same regions or neighborhoods to each other over time, beginning with 2018 and ending with current 2022 YTD figures. Current vacancy rates seem to group together across most regions (Central, South, North, North East Tacoma) while North East Tacoma seems to be experiencing a large vacancy increase from previous years (based on CoStar data). Average vacancy rates of New Tacoma and Downtown tend to remain the highest in the region, with a maximum 18.6% average vacancy rate in Downtown Tacoma in 2021.

Average Yearly Vacancy by Region/Neighborhood, 2018-2022 YTD

CoStar Multi-Family dataset, combined weighted averages of all bedroom sizes.

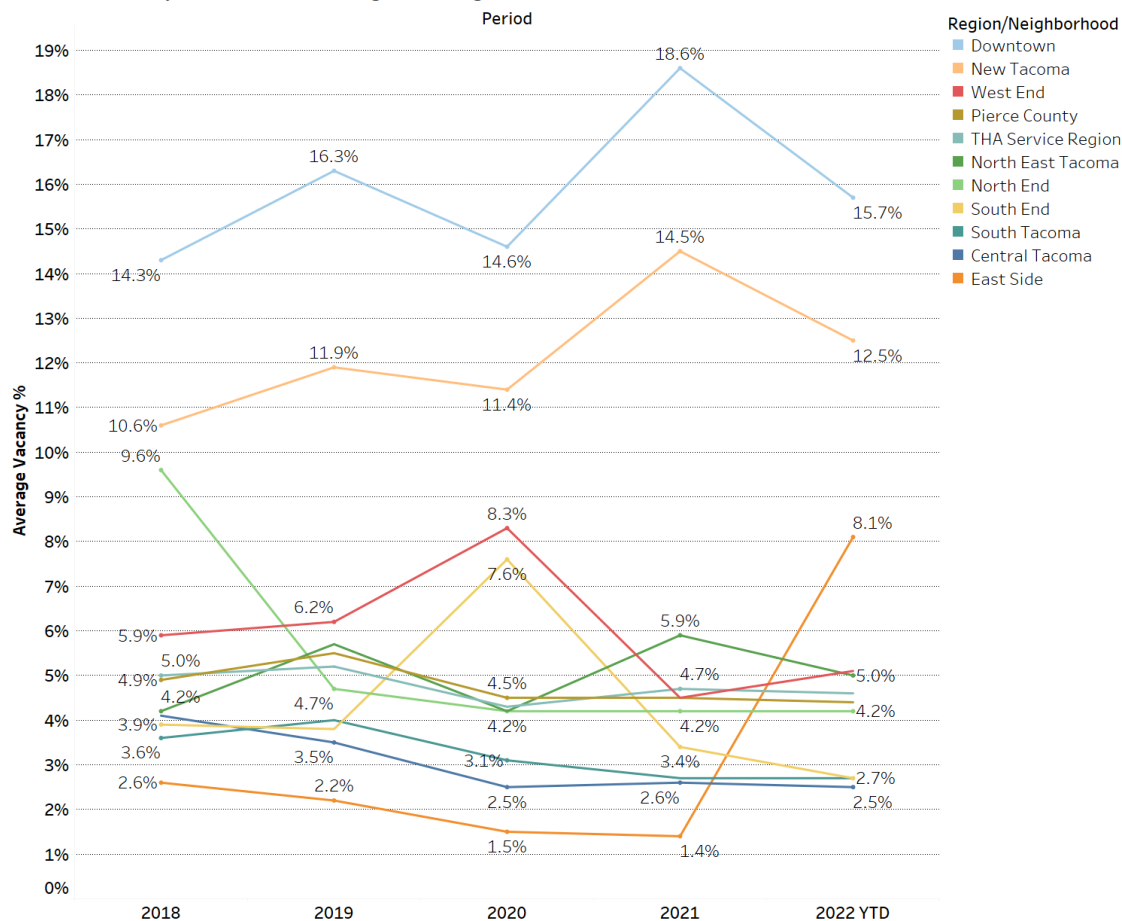


Figure 15. Average Vacancy Rates by Region/Neighborhood, 2018-2026. Vacancy rates may be both a function of existing market inventory and newly constructed or renovated units which are still unoccupied. As the featured vacancy rates by neighborhood are averaged per year, this comparison may reflect the impact of construction and renovation as can be seen in the elevated rates in Downtown, New Tacoma, and Eastside Tacoma.¹

THA's jurisdiction vacancy rates averaged 4.6% in 2022 YTD (combined), with weighted contributions from a maximum in studio apartments (5.2%; n = 5,820) to a minimum in two bedroom units (4.2%; n = 19,911) [Table 2 and Figure 16]. Overall vacancy rates appear to be decreasing or remaining relatively constant with a few minor exceptions. Vacancy rates of all bedrooms sizes appeared to have reached their recent minima in 2020 (since 2018), with 1

bedroom units being an exception as they have continued to decrease in availability in 2022 YTD (4.8%). Studio unit vacancy rates have climbed to their 5 year maximum of 5.2% in 2022 YTD, and three bedroom units peaked at 6.0% in 2021 before decreasing to 4.9% thusfar in 2022 [Figure 16].

Average Yearly Vacancy %, THA Service Region by Bedroom, 2018-2022 YTD

CoStar Dataset. Year label shown at bottom of graph.

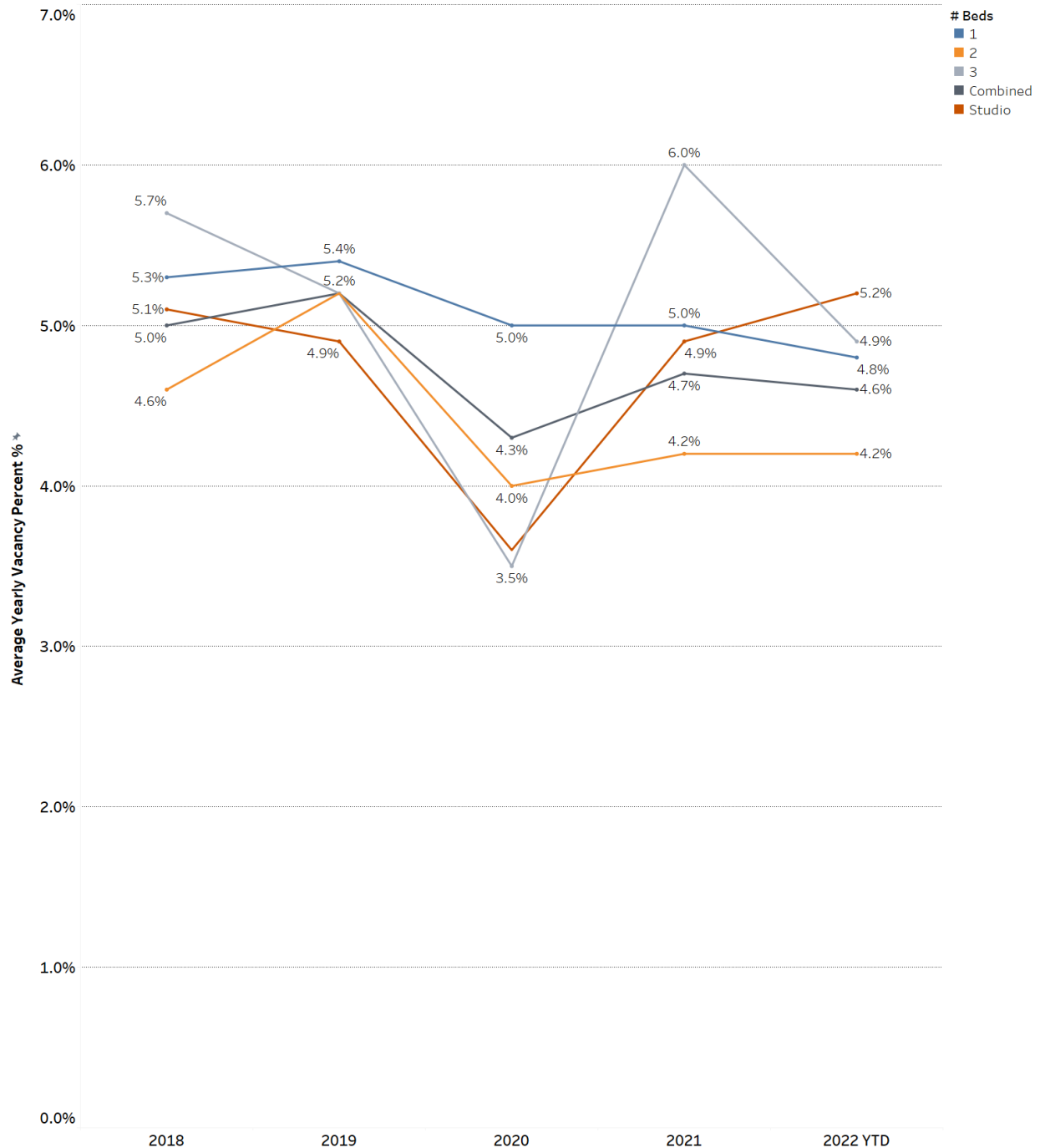


Figure 16. Vacancy Rates by Number of Bedrooms, THA's jurisdiction, 2018-2026. Vacancy

rates appear to decreasing slightly and relatively stable across the past few years when disaggregating unit size within THA’s jurisdiction.

5. Comparison of Current Payment Standards with Tacoma Average Rents: Payment Standards for studio-, 1- and 2- bedroom units are moving in concert with market rents.

Comparing the current payment standards to market rents in the area provides a metric that can help determine the precision of the HUD FMRs and/or the market rent data used for comparison. This is important in our dynamic market to allow increases that keep pace with real-time asking rents.

As shown in Figure 17, the THA Payment Standards appear to have generally moved in synchronization with market rents for studio, one, and two bedroom units at a margin beneath the market rents. For 3 bedroom units, the Payment Standard appears to exceed the market rent consistently for the past 5 years. This could be due to database limitations of single family dwellings for 3+ bedroom units which are not currently captured in CoStar [Figure 11]. It may also indicate that the average single family rent for all market units increasingly exceeds those of multifamily dwellings as number of bedrooms increase (see Section 6). This is difficult to confirm entirely without having a full market comparison, however internal TBV contract rent data below seems to point in this direction (Section 6).

Comparing Average Market Rents with Payment Standards by Number of Bedrooms, 2018-2022

CoStar data limited from Studio to 3 beds due to small sample size and focus on Multifamily buildings. Year label at bottom of graph.

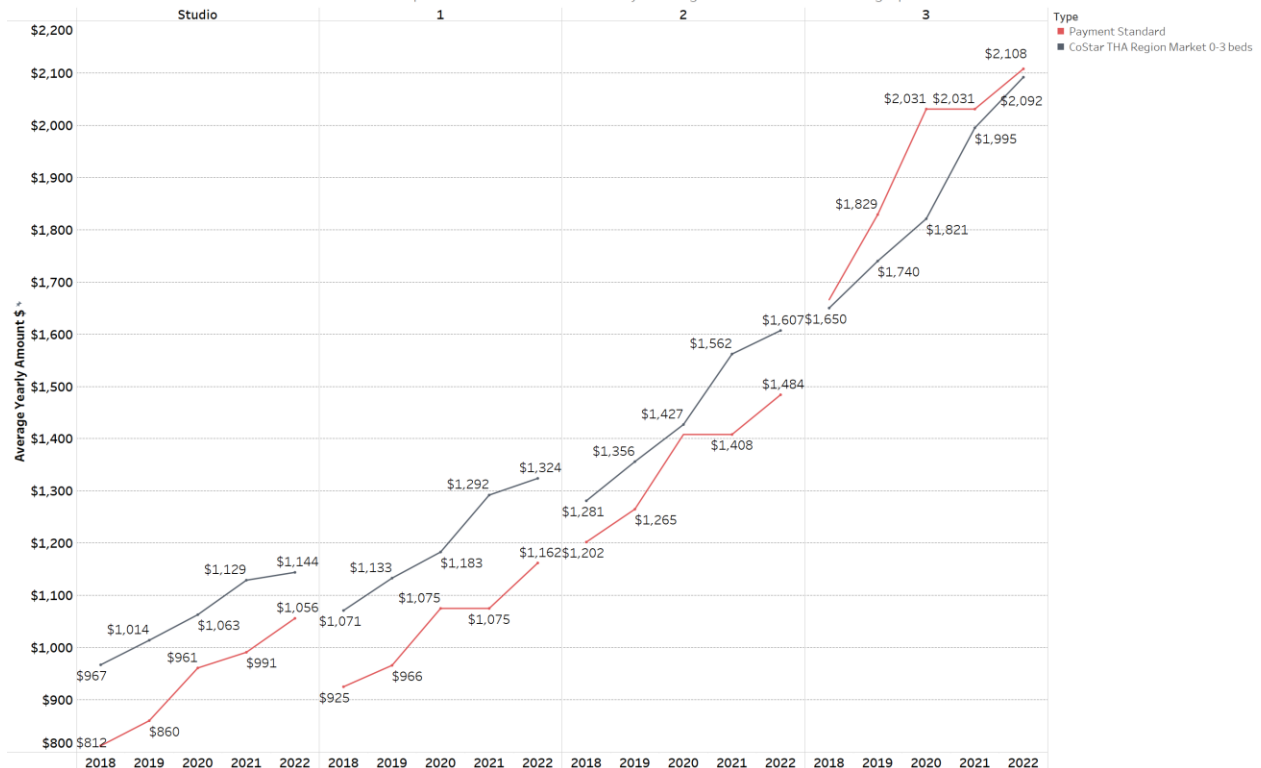


Figure 17. Payment Standards and Average Tacoma Jurisdiction Market Rent Rates by Number

of Bedrooms, THA's jurisdiction, 2018-2026. *CoStar current limitation is Multi-Family properties, so data does not capture the current market reality for larger numbers of bedrooms 4 and above.*

6. Comparison of THA Rents with Current Payment Standard: Average contract rents continue to increase since the last Payment Standards adjustment in November 2021 .

Comparing the current payment standards to actual TBV rents THA is paying for provides a metric that can help determine the affordability of an increase. This is important in our dynamic market to allow increases that keep pace with real-time asking rents.

The following Table 3 compares the **current** payment standards and the actual average contract rent amounts for TBV households in 2021 and 2022. As compared to the 2022 Payment Standards, average household contract rents are increasing across the board with the largest increase relative to the current payment standards for 5-bedroom units (8.6%) to the smallest increase of 3.7% for Studio apartments.

	Current Payment Standards 2022	Avg Contract Rent 2021	Avg Contract Rent 2022	2022-21 Change as % of 2022 PS
Studio	\$1,056	\$819	\$858	3.7%
1 bedroom	\$1,162	\$898	\$976	6.7%
2 bedroom	\$1,484	\$1,124	\$1,209	5.7%
3 bedroom	\$2,108	\$1,484	\$1,587	4.9%
4 bedroom	\$2,540	\$1,691	\$1,831	5.5%
5 bedroom	\$2,921	\$1,851	\$2,101	8.6%

Table 3. Comparison of Current Payment Standards with 2021 and 2022 Tenant Based Voucher Household Average Contract Rent

7. Comparison of THA Rents with Average Market Rents: Average contract rents appear to be increasing faster than available market rents.

Comparing current market rents to actual rents THA is paying for provides a metric that can help determine the affordability of an increase. This is important in our dynamic market to allow increases that keep pace with real-time asking rents.

The following Table 4 compares the actual average contract rent amounts for TBV households with those from CoStar market research. It appears across all available unit sizes, that average contract rents are increasing at a faster pace than the market (final column in Table 4). The fastest relative growth of average contract rents against market rents occurs in 1-bedroom units (4.2%) and slowest growth is in 3-bedroom units (1.5%).⁴

	THA Jurisdiction Rents 2021 (Market)	Avg Contract Rent 2021	Contract Rent as % of Market Average 2021	THA Jurisdiction Rents 2022 (Market)	Avg Contract Rent 2022	Contract Rent as % of Market Average 2022	2022- 2021 % Change
Studio	\$1,129	\$819	72.5%	\$1,144	\$858	75.0%	2.5%
1 bedroom	\$1,292	\$898	69.5%	\$1,324	\$976	73.7%	4.2%
2 bedroom	\$1,562	\$1,124	72.0%	\$1,607	\$1,209	75.2%	3.3%
3 bedroom	\$1,995	\$1,484	74.4%	\$2,092	\$1,587	75.9%	1.5%

Table 4. Comparison of Market Rent Trends with Tenant Based Voucher Household Average Contract Rent, 2021-2022

This variable rate phenomenon has been visualized in Figure 18a and 18b, as the decreasing gap between the green (contract amount, combining single and multifamily units) and black trend lines (market data), broken down by number of bedrooms from 2021 to 2022. Likewise, Figures 18a and 18b add in average Housing Assistance Payments (HAP) to the visual alongside average contract rents, to visualize comparative changes over time against market rates and payment ptandards. In general, overall HAP (green lines) and contract rents (purple lines) appear to mirror the yearly increases of market rent rates (black lines, CoStar data) and Payment Standards (red lines) for studio, one, and 2-bedroom units [Figure 18a].

⁴ The 3 bedroom data may likely be incomplete due to the current CoStar limitation excluding single family dwellings.

Comparing Payment Standards with Average Household Contract Rents and Housing Assistance Payments, by Number of Bedrooms and Single Family and Multifamily Dwellings, 2018-2022

Household number of bedrooms ranging from Studio to 5, not showing 6+ due to small sample sizes. CoStar data limited from Studio to 3 beds due to small sample size and focus on Multifamily buildings. Year label at bottom of graph.

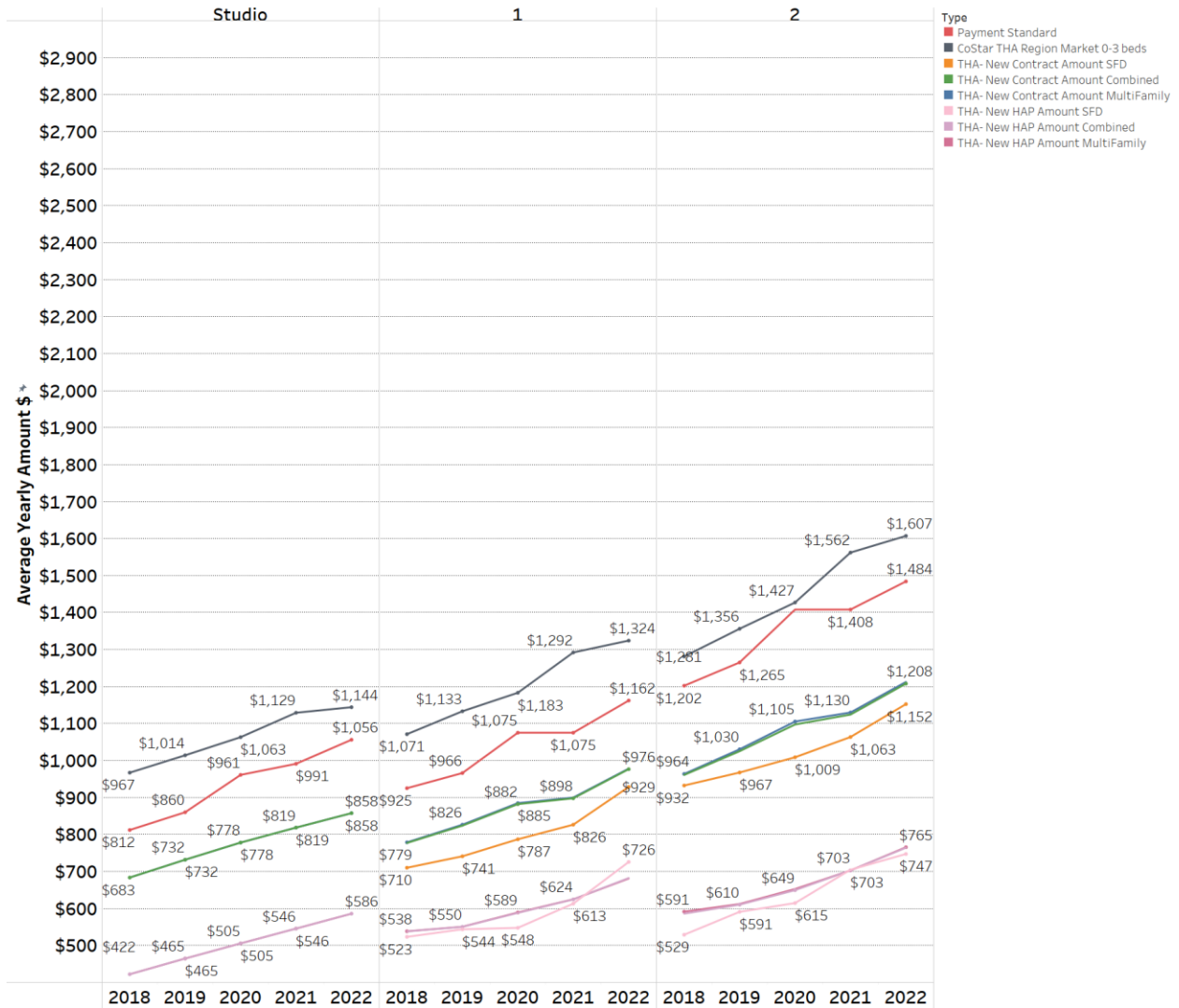


Figure 18a. Payment Standards, Average THA Jurisdiction Market Rents Compared with Contract Rents and Housing Assistance Payments, Single Family and Multifamily Dwellings, 2018-2022. Same dataset as Figure 18b displaying unit sizes from studio through 2 bedrooms.

Comparing Payment Standards with Average Household Contract Rents and Housing Assistance Payments, by Number of Bedrooms and Single Family and Multifamily Dwellings, 2018-2022

Household number of bedrooms ranging from Studio to 5, not showing 6+ due to small sample sizes. CoStar data limited from Studio to 3 beds due to small sample size and focus on Multifamily buildings. Year label at bottom of graph.

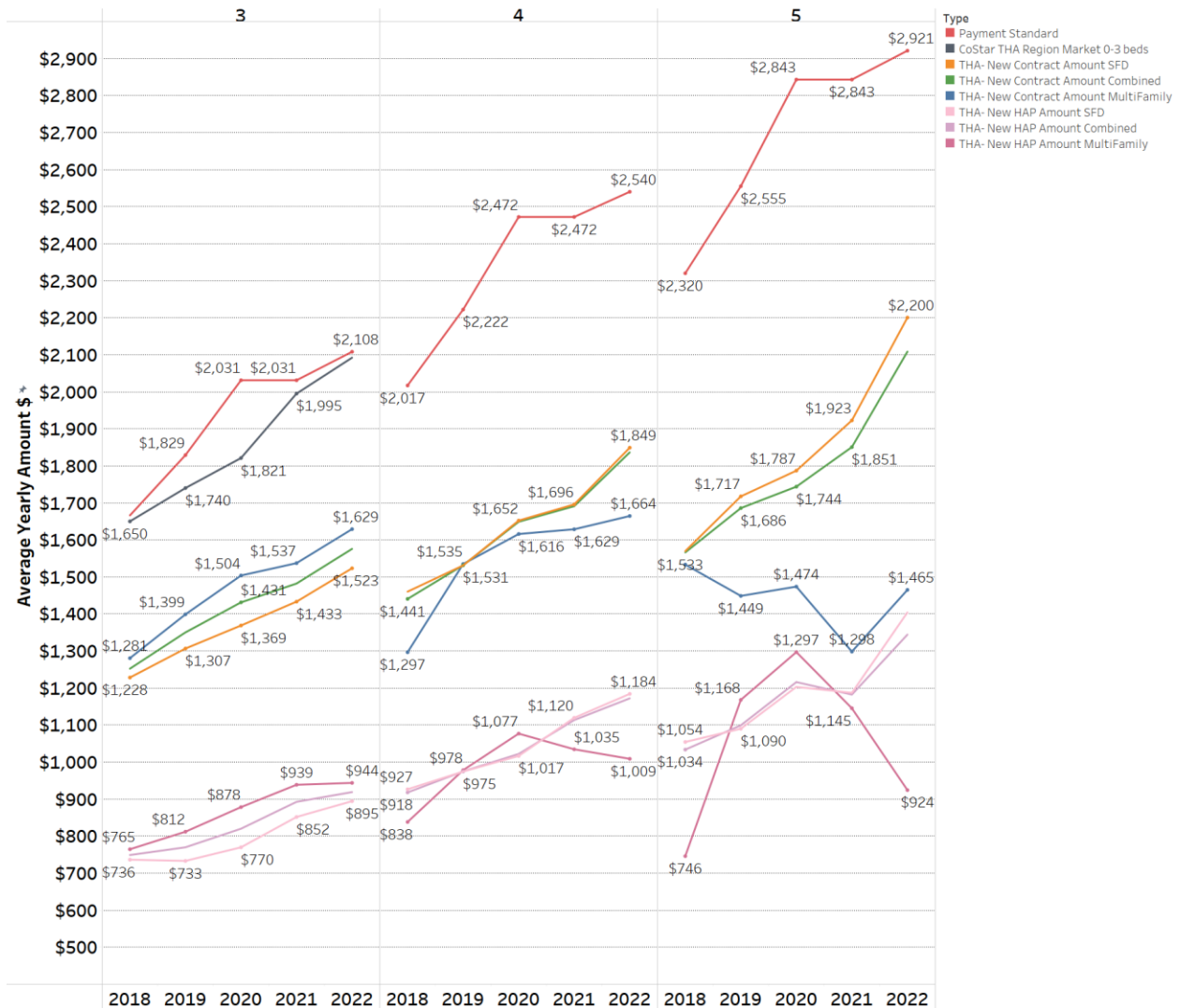


Figure 18b. Payment Standards, Average THA Jurisdiction Market Rents Compared with Contract Rents and Housing Assistance Payments, Single Family and Multifamily Dwellings, 2018-2022. Same dataset as Figure 18a displaying unit sizes from 3 through 5 bedrooms.

For 3+ bedrooms, however there are differences in the relative trends of contract rents and HAP over time which may be due to a variety of factors. For 3-bedroom units, HAP (pink, purple, violet lines in Figure 18b) appears to be increasing at a slower pace than their yearly corresponding contract rents, market rents, and payment standards. This could be due to the availability of affordable units, regional differences, households renting units larger than their household composition, or other factors.

Figures 18a and 18b also break down HAP and contract rent by TBV households renting multifamily and single family units. For 4+ bedroom units, differences in both HAP and contract rents appear to be more pronounced when disaggregating dwelling type [Figure 18b]. At the 4 bedroom unit size and beyond, average contract rents for single family units (orange lines) appear to overtake multifamily units (blue), and carry the largest weight towards determining the overall combined averages of those measures (green and purple lines). This seems to reflect the take-aways from Figures 8 and 17 related to increasing proportions of single family dwellings with larger unit sizes and current CoStar data limitations for market comparison. In recent years, the overall average HAP and contract rents appear to be growing at a much faster rate than the Payment Standards especially for 5-bedroom units, however the difference between the Payment Standards and HAP remains quite large, likely an indication of lower overall rent burden for this population.

8. Estimated Financial Impact on THA

The Financial impact for the proposed payment standard adjustments for existing Vouchers leasing over the existing payment standard rents is approximately \$440K per annum (cumulative) for all the BR sizes impacted.

This impact analysis does not include adjustments to rents that may increase over the existing payment standards upon new lease ups, or rent adjustments for clients currently renting. The Budget is drafted anticipating increasing rents during the year. As of May, the average HAP per unit is under budgeted amounts for the Vouchers impacted.

Additionally, we just received the funding information for 2022 from HUD, and there was a 2.736 increase in funding (\$1.388,400), which is an increase over our budgeted amount, which was based on 2021 funding. The payment standard increases will easily fit into the increased funding amount.

Recommendation

Analysis findings in favor of increasing the payment standards:

- There has been a notable increase in the overall rent burden rate among participants, especially for HOP households, and 1- and 2-bedroom households
- Rent increases are considerably higher when compared to previous years. This may be due to the lifting of the Rent Moratorium and rapidly increasing market rents
- 305 vouchers were issued over the past 6 months and 33% of households have secured housing.
- 25% of voucher holders are renting (appropriately sized) units above the payment standard.
- Rents are steadily increasing across THA's jurisdiction and for all bedroom sizes
- Vacancy rates remain quite low across the region, especially neighborhoods featuring greater market affordability
- Average contract rents are increasing at a faster rate than the reported regional market rates, especially for units with 2 and fewer bedrooms

Analysis findings in favor of retaining the current payment standards:

- Without disaggregating other factors, no unit size has greater than 40% of its households over 30% rent burden
- Some factors affect certain less numerous households than others- this may indicate a more nuanced approach now or in the future for setting payment standards
- The households which have been most negatively affected by recent market trends are also the most numerous (1- and 2- bedroom units), leading to a larger impact on THA finances
- While average contract rents are increasing, they remain below the 2022 Payment Standards

Final Recommendation

After a review of our current payment standards and the other factors listed in this analysis, we recommend setting zero and three bedroom units at 103% and one and two bedroom units at 105% of the 2022 FMRs. These increases generally align with or are slightly greater than the year over year increase in program participant contract rents (section 7). We do not recommend adjusting the payment standards for unit sizes above three bedrooms. We hope that setting our payment standards at these amounts will increase our housing success rate and decrease the number of households renting over the payment standard. Rental Assistance will conduct this analysis again in 6 months and will present a recommendation to the Board if applicable.

	Current Payment Standards	FY2022 FMRs	Proposed Payment Standards	% of the FMR	% Increase from current PS	Proposed HOP Subsidy Amount
Studio	\$1,056	\$1,056	\$1088	103%	3%	\$544
1 bedroom	\$1,162	\$1,162	\$1220	105%	5%	\$610
2 bedroom	\$1,484	\$1,484	\$1558	105%	5%	\$779
3 bedroom	\$2,108	\$2,108	\$2,171	103%	3%	\$1,086
4 bedroom	\$2,540	\$2,540	\$2,540	100%	0%	\$1,270
5 bedroom	\$2,921	\$2,921	\$2,921	100%	0%	\$1,461
6 bedroom	\$3,302	\$3,302	\$3,302	100%	0%	\$1,651
7 bedroom	\$3,683	\$3,683	\$3,683	100%	0%	\$1,842
8 bedroom	\$4,064	\$4,064	\$4,064	100%	0%	\$2,032

Staff recommends approving Resolution 2021-05-25 (2) authorizing THA to adopt new payment standards effective October 1, 2022.



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (2) (Update to Payment Standards)

A **RESOLUTION** of the Board of Commissioners of the Housing Authority of the City of Tacoma authorizing the THA Executive Director to increase THA's payment standards.

WHEREAS, HUD sets fair market rents annually; and

WHEREAS, the housing authority sets payment standards based on market and participant data; and

WHEREAS, new payment standards will go into effect October 01, 2022; now, therefore, be it

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

The Board authorizes THA's Executive Director to set THA's payment standards for all bedroom sizes at 100% of the 2022 HUD Fair Market Rents.

Approved: May 25, 2022

Stanley Rumbaugh, Chair

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (3)

Date: May 25, 2022

To: THA Board of Commissioners

From: Stan Rumbaugh and Minh-Anh Hodge
THA Commissioners' Executive Director Employment Agreement Negotiating Committee

Re: Approval of THA Executive Director Employment Agreement

This resolution would approve the proposed Executive Director Employment Agreement and authorize Tacoma Housing Authority's (THA) Board Chair to finalize and execute the Executive Director Employment Agreement with April Black.

Background

On October 8, 2021, the THA Board of Commissioners voted to appoint April Black as THA's Executive Director. Commissioners Rumbaugh and Hodge were assigned as the Board's Negotiating Committee for Employment Agreement.

The Negotiating Committee worked together in partnership with THA's former Human Resources Director and THA's Employment Counsel. After negotiation with April Black, the Negotiating Committee finalized the Executive Director Employment Agreement terms and recommends the following: (1) that the Commission approve the Executive Director Employment Agreement and (2) authorize the THA Board Chair to finalize and sign the Employment Agreement..

Recommendation

Approve the Executive Director Employment Agreement and authorize THA's Board Chair to finalize and sign the Executive Director Employment Agreement with April Black.



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-05-25 (3) **(Approval of THA Executive Director Employment Agreement)**

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

WHEREAS, On October 8, 2021, THA Commissioners voted to appoint April Black to the position of THA's Executive Director; and

WHEREAS, April Black commenced duties as THA's Executive Director immediately upon Board appointment pending negotiation and approval of an Executive Director Employment Agreement ("Employment Agreement"); and

WHEREAS, On November 10, 2021 Commissioners Rumbaugh and Hodge were assigned as the Board's Negotiating Committee for the Employment Agreement; and the Negotiating Committee subsequently began negotiations with April Black regarding the terms of the Employment Agreement; and

WHEREAS, The Negotiating Committee has completed negotiations with April Black regarding the Employment Agreement's terms, subject to final approval by the Commission; and

WHEREAS, Commissioners Rumbaugh and Hodge propose and recommend that the Commission approve the Employment Agreement, which is attached as Exhibit A, and also recommend that Commission Rumbaugh as Chair of the Board be given authority to execute the Employment Agreement.

It is now therefore, resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

The Commission has voted to approve the Executive Director Employment Agreement attached as Exhibit A; and

The Commission has voted and approved that the Board Chair of the Board of Commissioners is authorized to sign and execute the Executive Director Employment Agreement.

Approved: May 25, 2022

Stanley Rumbaugh, Chair

Attachment A to Resolution 2022-05-25 (3)

TACOMA HOUSING AUTHORITY EXECUTIVE DIRECTOR EMPLOYMENT AGREEMENT

This Executive Director Employment Agreement ("Agreement") is made this day of May 2022 by and between the Housing Authority of the City of Tacoma ("Authority"), a body corporate and politic, created and organized under RCW 35.82, located at 902 South L Street, Tacoma, Washington, and April Black ("Executive Director"). In consideration of the mutual covenants and agreements set forth below, the parties agree as follows:

1. The parties agree that Executive Director shall serve a three (3) year term commencing on May, 2022, and ending on May, 2025. This Agreement shall automatically terminate on May, 2025, with no further benefits or compensation owing to the Executive Director, unless the Agreement is renewed by mutual written consent of the parties in accordance with the terms of Section 10 below.
2. During the term of this Agreement, the Authority shall pay to Executive Director an annual salary of \$218,100.00, subject to regular taxes and withholdings, which may be adjusted at the sole discretion of the Authority's Board of Commissioners (the "Board"). This salary amount shall be paid retroactively back to the date of Executive Director's offer of employment on October 8, 2021. Executive Director's salary shall be paid on the Authority's customary pay periods applicable to all Authority staff. The Executive Director's base salary may not be reduced by the Board unless its payment would place the Authority in violation of law.
3. In addition to the base salary compensation provided to Executive Director as set forth Section 2 above, Executive Director shall also be provided with such benefits of employment generally provided to the Authority's unrepresented exempt level employees as set forth in the Authority's employment policies, including any cost-of-living adjustments applicable to all exempt-level employees, and in accordance with the terms of the applicable benefit plan documents and summary plan descriptions. Executive Director shall be entitled to receive retirement benefits provided through the Washington State Department of Retirement Systems that are generally available to full-time unrepresented exempt employees of the Authority.
4. Executive Director shall attend appropriate professional meetings at the local, state, and national level. The necessary and reasonable expenses of attendance at authorized meetings shall be paid for or reimbursed to Executive Director by the Authority. In addition, the Authority shall reimburse Executive Director for all necessary and reasonable business expenses incurred by Executive Director in the course and scope of her employment, provided that Executive Director submits receipts substantiating such expenses. Executive Director shall also be reimbursed for mileage expenses in accordance with IRS rules and rates of reimbursement for extended trips for business conferences, meetings, seminars, and

Attachment A to Resolution 2022-05-25 (3)

events. Mileage expense reimbursement shall not include routine and customary travel, such as driving to and from THA properties, and for travel related to other customary and routine job duties.

5. The Authority shall pay dues and association fees for Executive Director's membership in such professional organizations as approved by the Board that are reasonably necessary for Executive Director to fully discharge her duties and responsibilities. The Authority shall also pay for continuing education courses, executive level trainings, and professional development as approved by the Board. In the event Executive Director would like to pursue an advanced educational degree, Executive Director shall submit a proposal to the Board for consideration and approval.
6. During the term of her employment, Executive Director shall devote her entire work time, energies, and skills to the services and mission of the Authority and to the promotion of its interests. Executive Director shall perform all the duties contained in the Executive Director Job Description, as described in the Authority's By-Laws, and as may be assigned by the Board. Executive Director shall not accept any other employment nor engage in any outside business or enterprise during the term of this Agreement but may, with prior approval of the Board, undertake consulting work, speaking engagements, writing, or teaching that does not conflict with her duties as Executive Director.
7. Executive Director shall be responsible for the administration of business affairs of the Authority. It is the responsibility of Executive Director to organize, reorganize and arrange the administrative and supervisory staff as best serves the interests of the Authority.
8. Executive Director and the Board President (or his or her designee) will work together to develop the Executive Director's performance goals and metrics, which shall be subject to final Board approval. The Board shall evaluate Executive Director's performance and compensation annually, generally in November of each calendar year. The Board President and one other Commissioner, appointed by the Board, shall prepare Executive Director's evaluation according to a process approved by the Board, provided that the Board shall approve the final evaluation before it is presented to the Executive Director. In addition, other performance meetings may occur as needed during the course of the year at the discretion of the Board.
9. To the fullest extent as permitted in the Authority's By-laws and by the terms of applicable law, the Authority shall defend, hold harmless and indemnify Executive Director and her marital community from any and all demands, claims, suits, actions, damages, costs, charges, and expenses, including court costs and attorneys' fees; provided that the incident out of which such demands, claims, suits, actions, damages, costs, charges, and expenses arise, has occurred while the Executive Director is acting within the scope of her employment and in the good faith performance of her duties. The Authority's obligations under this paragraph shall not apply to any action by the Authority relating to the Executive Director's employment.

Attachment A to Resolution 2022-05-25 (3)

10. This Agreement, and all compensation and benefits owing to Executive Director, will terminate at the end of the Agreement's term, including the rights to severance benefits, unless the Agreement is renewed in writing by mutual consent of the parties. The parties will begin negotiations related to a contract extension at least six months prior to the expiration date of the contract. The parties will attempt to come to mutual agreement related to a potential renewal no later than three months prior to the expiration date of the contract.
11. This Agreement, and all compensation and benefits owing to the Executive Director, may also be terminated during the Agreement's term by any of the following occurrences as described and provided for below:
 - a. Mutual agreement; or
 - b. Retirement, provided Executive Director gives the Board at least six months' notice of her proposed retirement; or
 - c. Resignation, provided Executive Director gives the Board at least three months' notice of the proposed resignation; or
 - d. Death, upon the death of Executive Director; or
 - e. Extended disability, upon the extended disability of the Executive Director rendering the Executive Director unable to carry out her job duties for a period of at least ninety (90) calendar days in any 12-month period, which need not be consecutive. Should the Executive Director suffer from an extended disability and be unable to perform job duties and require unpaid medical leave, the Executive Director will be entitled to a leave of absence and other standard employee benefits under the same terms as those provided generally to other unrepresented exempt employees and as required by the terms of applicable law. Upon ninety (90) calendar days or more of extended disability, the Board may notify the Executive Director of her employment termination, and on such date the Executive Director's employment under this Agreement, and all compensation and benefits owed under this Agreement, will cease; or
 - f. The Authority may terminate this Agreement at any time for cause, which for the purposes of this Agreement means (i) the conviction of a felony or gross misdemeanor; (ii) fraud or dishonesty; (iii) a material breach of the Authority's policies or the terms of this Agreement; (iv) other conduct by Executive Director which causes or may cause harm to the Authority's reputation or which may impair the Authority's standing in the community or the ability of the Authority to carry out its mission; and (v) poor work performance and the inability to successfully perform the essential job duties of the Executive Director position, provided that the Board first provide the

Attachment A to Resolution 2022-05-25 (3)

Executive Director with 30 days written notice of poor work performance and the opportunity to cure such breach. The Board will provide the Executive Director with written notice of a for cause termination and her employment will terminate upon the date of such notice, and all compensation and benefits owed under this Agreement, will cease; or

- g. The Authority may terminate this Agreement and Executive Director's employment with the Authority at any time without cause, provided, however, that if Executive Director is terminated without cause, the Authority shall pay Executive Director severance pay in an amount equal to twelve (12) months base salary, provided that the Executive Director signs a Separation Agreement and Release in form written by and approved by the Authority at its sole discretion, which shall include a full release of claims and other standard separation provisions. Such severance pay would be due and payable at standard pay periods during the twelve-month period. The Authority shall also pay COBRA premiums required for Executive Director and her dependents to continue group health insurance under COBRA for the duration of the severance period in the event of a termination without cause. Severance and COBRA benefits will not be owed or paid to the Executive Director if she fails to sign the Separation Agreement proposed by the Authority.
- 12. In the course of her employment, Executive Director may have access to Confidential Information, and by signing this Agreement, Executive Director agrees to maintain the strict confidentiality of all Authority Confidential Information during the term of this Agreement and at all times thereafter. For purposes of this Agreement, "Confidential Information" shall mean all non-public information which is subject to confidentiality under the terms of applicable law or subject to the attorney-client privilege. If Executive Director is unclear whether certain information constitutes Confidential Information, or a question arises as to whether certain information constitutes Confidential Information, Executive Director shall seek clarification from the Board in advance of any disclosure. This Confidentiality provision shall survive the termination of this Agreement.
 - 13. If any provision of this Agreement should be found contrary to law, such provision shall be severed, and the remainder of the Agreement shall continue in effect. All terms in this Agreement are fully severable.
 - 14. If any dispute, proceeding, or lawsuit related to Executive Director's employment under this Agreement ("Dispute") arises, the parties shall resolve such Dispute as follows:
 - a. Either party may submit any Dispute to mediation, by giving written notice to the other party. Upon such notice, the parties shall submit the Dispute to mediation in accordance with the National Rules for the Resolution of Employment Disputes of the American Arbitration Association.

Attachment A to Resolution 2022-05-25 (3)

- b. The parties will jointly appoint a mutually acceptable mediator, seeking assistance in such regard from the American Arbitration Association if they are unable to agree upon such appointment within ten working days following submission of the Dispute to mediation under subparagraph (a) above. In any such mediation, the Authority will bear the cost of mediation.
- c. If the mediation does not resolve the Dispute, or if either party declines to participate in mediation, either party may commence an arbitration proceeding before a single arbitrator chosen by mutual agreement of the parties. If the parties are unable to agree on an arbitrator, the arbitrator will be chosen from a panel provided by Washington Arbitration and Mediation Services. The rules governing arbitration will be those of the arbitration agency from which the arbitrator is selected. Arbitration will be the sole and exclusive remedy for any claim, controversy, issue or other dispute which arises under or relates to (1) this Agreement or the interpretation of this Agreement, (2) an alleged breach thereof, (3) the termination of the Executive Director's employment by the Authority, including any claim based in whole or in part on federal or state constitutions, federal or state statutes or regulations, local ordinances, common law or public policy, or (4) otherwise arising out of the Executive Director's employment with the Authority and/or the separation thereof.
- d. The parties agree that the expense of the arbitration and the arbitrator's fees and expenses shall be borne by the Authority, except in the case of an arbitration demanded by Executive Director, Executive Director shall only be required to pay a portion of the expense of the arbitration and the arbitrator's fees and expenses equal to the amount Executive Director would be required to pay to file suit in Washington State Superior Court. Each party shall pay for its own costs and attorney's fees, if any, except as provided in subpart (e) below.
- e. In making the decision and rendering the award, the arbitrator shall apply applicable substantive law. The arbitrator may award injunctive relief or any other remedy that would have been available to the parties had the matter been heard in court. All statutes of limitation that would apply in court shall apply in the arbitration. The arbitrator may award attorney's fees, arbitration fees and costs to the prevailing party, to the extent authorized by the applicable statutes and which would have been available to the parties had the matter been heard in court.
- f. The parties agree that resolution of any such claim, controversy, issue, or other dispute pursuant to the foregoing arbitration proceeding is intended to final and binding on them and any award rendered by such arbitrator shall constitute a complete, final, and binding adjudication of any and all legal or factual issues pertaining to or arising out of the matter that gave rise to the controversy or dispute. It is expressly agreed and understood that the

Attachment A to Resolution 2022-05-25 (3)

arbitrator appointed in accordance with this provision shall not have the authority or power to alter, amend or modify any of the terms and conditions of the Agreement and further that the arbitrator may not enter any award which can alter, amend, or modify such terms and conditions in any form or manner. The provisions of this Section 14 shall survive the termination of this Agreement for any reason whatsoever.

15. This Agreement constitutes the entire agreement between the parties and contains all the agreements between them with respect to the subject matter hereof. It also supersedes any and all other agreements or contracts, either oral or written, between the parties with respect to the subject matter hereof. There are no additional verbal or written agreements that add to, subtract from, or modify the terms thereof. This Agreement may be modified only by written agreement signed by the parties.
16. All of the terms and provisions of Agreement shall be binding upon, shall inure to the benefit of, and be enforceable by and against, the Executive Director and her executors, administrators, and heirs and the Authority and its successors and assigns. The rights and duties of the parties and the validity, construction, enforcement, and interpretation of this Agreement shall be construed according to the laws of the State of Washington, without regard to its conflict of laws principles.
17. Neither this Agreement nor any right or interest hereunder shall be assigned by Executive Director, her beneficiaries, or legal personal representatives without the Authority's prior written consent.
18. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and all of which together shall constitute one and on the same instrument
19. Executive Director acknowledges that she has carefully read this Agreement, understands its terms, that all understandings and agreements between the Authority and herself relating to the subjects covered in this Agreement are contained herein, and that she has entered into this Agreement voluntarily and not in reliance on any promises or representations by the Authority other than those contained in this Agreement. She further acknowledges that she has been given the opportunity to discuss this Agreement with her private legal counsel.

Attachment A to Resolution 2022-05-25 (3)

20. Any notice required to be given under this Agreement shall be deemed sufficient if it is in writing and sent by mail to the residence of the Executive Director or to the Chair of the Board at the Authority's 902 S. L Street Administration Building

IN WITNESS WHEREOF, the parties have executed this Agreement as of the last date of the signature appearing below.

THE HOUSING AUTHORITY OF THE CITY OF TACOMA

APRIL BLACK
Executive Director

Date:_____

Stanley Rumbaugh
Chair of the THA Board

Date: _____