



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

June 22, 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 JUNE 22, 2022

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

<https://us02web.zoom.us/j/88355525834> / Meeting ID: 883 5552 5834 / 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 June 15, 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

June 22, 2022, 4:45 PM

Zoom: <https://us02web.zoom.us/j/88355525834> / Meeting ID: 883 5552 5834 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 May 17, 2022—Special Session
 - 3.2 May 25, 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 Policy, Innovation and Evaluation
 - 7.3 Administrative Services
 - 7.4 Client Support and Empowerment
 - 7.5 Rental Assistance
 - 7.6 Property Management
8. **NEW BUSINESS**
 - 8.1 2022-06-22 (1) OPEIU CBA Extension
9. **EXECUTIVE SESSION if any**
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES SPECIAL SESSION TUESDAY, MAY 17, 2022

The Commissioners of the Housing Authority of the City of Tacoma met in Special Session at 902 South L Street, Tacoma, WA 98405 on Tuesday, May 17, 2022, at 4:00 pm to discuss a pending legal claim, approve a resolution and to hold a Board retreat.

1. INTERVIEW OF

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:09 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 (arrived late at 4:13 pm) | |
| Staff | |
| April Black, Executive Director | |
| Sha Peterson, Executive Administrator | |
| Woodson Baldwin, IT Support Supervisor | |

Chair Rumbaugh declared there was a quorum present @ 4:10 pm and proceeded.

3. EXECUTIVE SESSION

The Board went into executive session at 4:10 pm for 21 minutes to discuss a pending legal claim and came back into regular session at 4:31 pm.

4. MOTION

41. Motion

- Amend the minutes of October 8, 2021, to reflect 4 AYES and 1 NAYS for the motion to revoke the vote to hire John Hall for the Executive Director position on September 10, 2021; and 4 AYES and 1 NAYS for the motion to offer the Executive Director position to April Black and begin negotiations.

- Amend the minutes of October 27, 2021, removing the correction below:

During the October 8, 2021, meeting, the Board voted to revoke the vote on September 10, 2021, and start negotiations with April Black. The vote was recorded as unanimous.

***Noted on today's minutes:** Commissioner Purter voted "No" during closed session and voted "Yes" during open session.*

Vice Chair Smith motioned to amend the minutes for October 8 and 27, 2021. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

| | |
|----------|------|
| AYES: | 5 |
| NAYS: | None |
| Abstain: | None |
| Absent: | None |

Motion Approved: May 17, 2022

Stanley Rumbaugh, Chair

5. NEW BUSINESS

5.1 RESOLUTION 2022-05-17 (1) (Approval of Board Statement of Apology)

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

WHEREAS; This resolution serves as the THA Board of Commissioners' formal apology to John Hall. Now, therefore, be it

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

The Board of Commissioners recognizes that the 2021 Executive Director selection process unnecessarily provoked conflict. We initially voted to offer the position to John Hall. We later received comments on the process and the candidates. Some of the comments received exposed John Hall to rancorous and personal attacks that were inappropriate, distorted, and damaging to his reputation. The Board of Commissioners regrets and apologizes to Mr. Hall for subjecting him to this painful and undignified flurry of divisive remarks.

Upon roll call, the vote was as follows:

AYES: 5

NAYS: None

Abstain: None

Absent: None

Motion Approved: May 17, 2022

Stanley Rumbaugh, Chair

6. BOARD RETREAT

The Board Retreat commenced at 4:35 pm led by Dr. Preston Lindsay with The Lindsay Group.

Purpose: The board retreat is designed to engage the board in regular self-assessment and to facilitate/stimulate the growth of the board. The retreat will also provide leadership development to all commissioners and opportunities for identifying gaps and working to gain alignment across the group.

The Retreat ended at 7:11 pm.

7. ADJOURNMENT

There being no further business to conduct, the meeting ended at 7:12 pm.

APPROVED AS CORRECT

Adopted: June 22, 2022

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, MAY 25, 2022

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 PM on Wednesday, May 25, 2022.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:45 pm.

2. ROLL CALL

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

| PRESENT | ABSENT |
|--------------------------------------------------------------------|------------------------------------------------------|
| Commissioners | |
| Chair Stanley Rumbaugh | |
| | Vice Chair Shennetta Smith |
| 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 | |
| Jeanne Thurston, 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 | |

Chair Rumbaugh declared there was a quorum present at 4:46 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, April 27, 2022. Commissioner Young moved to adopt the minutes. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

AYES: 3
NAYS: None
Abstain: 1 (Chair Rumbaugh was not in attendance last month)
Absent: 1

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

The committee met and discussed the Housing Hilltop budget issue and potential increase in cost. There was also potential acquisition that was discussed by the committee.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee met and discussed the Housing Hilltop budget issue and 10% increase in cost. Commissioner Hodge mentioned the increase of contribution to THA from \$7M to \$10M and how staff are working on different scenarios.

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

The committee did not meet this month.

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

The committee did not meet this month but hopes to meet next month.

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

The Board had a Retreat that Chair Rumbaugh thought was productive.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) April Black directed the board to her report. She introduced THA's new Human Resources Director, Jeanne Thurston. Director Thurston provided a brief introduction. ED Black thanked Sharrall Madden who was acting as HR Director.

She really appreciated her input at the Leadership Team meetings and is excited that Sharrall will move into the HR Manager role.

ED Black thanked THA staff. The past couple of years have been difficult and staff continue to manage through even during special life experiences and continue to support THA clients. She announced to staff that THA will have a half day on Friday, May 27 to allow staff to have a mental health day. She added that THA may need to do more health time for staff in the summer.

ED Black also thanked the Board for their time and dedication to THA and its work. The Board Retreat went well, and she appreciated the discussion about what brings the Board to THA and public service. She thanked them in advance for future meetings. Chair Rumbaugh added that it was fantastic to see everyone in person again. He thought the retreat was productive. Commissioner Purter thought the retreat was very well coordinated and he was glad to know each of the board members a little bit more on a personal level. He thanked ED Black and Executive Administrator Sha Peterson for putting the retreat together. Commissioner Young added that the summaries from the retreat were good. *"The mood changed in the room as the meeting went on,"* he added. ED Black and Sha will narrow down some days for a follow-up retreat.

The Development sub-committee and Finance sub-committee endorsed the budget for Housing Hilltop. THA can make improvements on the budget and are going to the lender this month. The increase in THA max contribution can impact THA's buying ability in the coming year. Chair Rumbaugh noted that there may be opportunities to reduce the cost along the way and the Board agreed.

ED Black and Chair Rumbaugh met a couple of times with Pierce County Housing Authority (PCHA) regarding the merger discussion. PCHA staff did several assessments including audits, physical needs, and appraisal of the properties. THA is meeting regularly with PCHA to discuss collaboration with THA's Rental Assistance. THA's recommendation is no merger at this time. THA and PCHA are funded differently due to Moving to Work (MTW) status and both organizations are going through software conversions. ED Black recommends revisiting the conversation in 2024. The Board approved ED Black's letter to PCHA and THA's recommendation.

Different THA departments have been working over two years on tenant rents. Interim Policy, Innovation and Evaluation Director Katie Escudero led the team who assessed how to address this issue. Staff are actively looking at this and potential solutions under various scenarios. More information will be provided at the June Board meeting. ED Black thanked Director Escudero and her team.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Interim Director Rich Deitz directed the board to the finance report. THA submitted the 2021 Financials to the state. Q1 Financials had seasonal fluctuations and variances, but THA continue to be in good shape. Total THA Cash is down \$1.6M and MTW is down \$520k.

The Finance team has a new accounting specialist starting and one long-term staff retiring in June.

Commissioner Hodge moved to ratify the payment of cash disbursements totaling \$6,144,663 for the month of April 2022. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

| |
|-------------------------|
| Motion Approved. |
|-------------------------|

Administrative Services

Administrative Services (AS) Director Sandy Burgess directed the board to her report. There are a couple of budget expenses for James Center North (JCN) that THA will keep through 2030-2035. Vacancies are starting to fill at JCN and THA staff are helping tenants with deferred lease.

Staff are looking at financing for Housing Hilltop to manage the \$10M THA contribution and close the project in the fall.

AS is also working on the Shilo project, serving as development consultant for a 60-unit project. THA will be going to the city and county for additional funding to meet the gap; Both have funds available and are prepared for THA's ask.

Staff are hoping to close Highland Court by end of July. Staff also participated in a Hilltop Neighborhood Spring Crawl on May 7.

Client Support and Empowerment

Client Support and Empowerment (CSE) Director Cacey Hanauer was not in attendance. Deputy Executive Director Julie LaRocque addressed the board on her behalf. She noted that Director Hanauer wanted to emphasize to the board that she has only missed two board meetings in four years.

CSE took a staff survey regarding the title Case Worker and 43 out of 92 folks voted for Community Advocate. There is also a new format on the CSE report which shows how

CSE work ties to social determinants of health. There will be more to come with results and projects staff are working on and future outcomes.

Rental Assistance

Rental Assistance (RA) Interim Director Aley Thompson directed the board to their report. Agency-wide utilization remains strong at 99%. RA staff are focused on special programs, Emergency Housing Voucher (EHV) and mainstream and independent tenants. Staff are also busy with the VA. The VASH VA program now reflects the number of vouchers utilized and the number on the shelf. The leasing team purged the waitlist which provides folks the opportunity to let THA know if they still need housing assistance. THA received a 60% response rate. The Customer Care team under Nando Ruiz's leadership has a goal of reducing customer response time to 48 hours. THA's partnership with Housing Connector will continue for another year. The Landlord Engagement Specialist is engaging with landlords to keep expanding THA partnerships.

Property Management

Property Management (PM) Director Frankie Johnson directed the board to her report. She thanked her staff who have been amazing through this time and really personified customer service to the maximum. They continue to impress her always. PM staff have been busy and started in-unit inspections. PM is also fortunate to be hiring amazing staff to come on board including Kimberly Carter (KC) and Tia Maka. She hopes to hire a facilities manager soon.

Interim PM Director Marquis Jenkins addressed the board. PM staff continue to engage communities including Pet of the Month. PM provides a framed certificate and goody bags with different items for this program. PM has partnered with CSE to revamp this engagement piece. Occupancy continues to stay above 98% and the number of work orders have decreased.

8. NEW BUSINESS

8.1 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.

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

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

Motion Approved: May 25, 2022

Stanley Rumbaugh, Chair

8.2 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.

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

Upon roll call, the vote was as follows:

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

Motion Approved: May 25, 2022

Stanley Rumbaugh, Chair

8.3 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.

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

Upon roll call, the vote was as follows:

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

Motion Approved: May 25, 2022

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

Commissioner Purter noted what a delightful meeting it has been.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:09 pm.

APPROVED AS CORRECT

Adopted: June 22, 2022

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Chair Stanley Rumbaugh
Commissioner Derek Young
April Black
Roberta Schur
Sandy Burgess
Richard Deitz

Finance Committee

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

Community Partnerships Committee

Vice Chair Shennetta Smith
Commissioner Pastor Michael Purter

Education Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge
April Black
Katie Escudero

Diversity, Equity and Inclusion Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge
Cacey Hanauer
Frankie Johnson



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Executive Director
Date: June 22, 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. 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. The Leadership Team and Staff DEIB Subcommittee are meeting together to review the results and attempt to identify 3-5 priorities that can be completed in 30-60 days and 3-5 priorities that can be completed before the end of the year. More to come on this.

1.2. Learning and Development

The Leadership Team and Staff Steering Committee have spent the past month participating in a four-module Learning and Development course with The Lindsay Group. We will now work through next steps for providing training to all staff and Board members.

2. Equitable Hiring and Contracting

We had originally discussed using this committee to oversee THA's Contractor for Housing Hilltop's success in subcontracting with Minority and Women-Owned Business Enterprises (MWBE) and/or Section 3 individuals. Section 3 (S3) is a HUD program. It requires housing authorities to provide training, employment, contracting and other economic opportunities to low- and very low-income persons, especially recipients of government assistance for housing, and to businesses that provide economic opportunities to low- and very low-income persons.

Regardless of the HUD requirement, THA should be more focused on these activities. I am proposing that we expand the focus of this committee to include overseeing the success of:

- S3 hiring on the Housing Hilltop project
- MWBE contracting on the Housing Hilltop project
- S3 hiring in open THA positions
- MWBE contracting across the agency

- Tracking and reporting S3 data for HUD

The language from our contract with Walsh, our contractor for Housing Hilltop:

§ 15.10 Equity Contracting

The Design-Builder acknowledges that the Owner has determined that it is in the best interest of the Owner, Project and community at large to have voluntary hiring objectives for the construction of the Project. As such, the Design-Builder shall, when commercially practical, either in its own self-performed work or as part of its subcontractor selection process, consider diversity, apprenticeship positions and potential job training employment for lower income residents of the community. As part of such commitment, the Design-Builder shall make a good faith effort to comply with equity contracting requirements included in the Design-Build Amendment, if any. Design Builder shall provide to the greatest extent possible job training, employment and contract opportunities for low or very low income residences and small, minority and women owned businesses.

The goals for this project are 30% of new hires will be low or very low-income residents; 14% of the construction spend will be awarded to small minority owned businesses; and, 8% of the construction spend to women owned businesses.

The important next steps in this work will be:

- Identifying staff to oversee this work. This will likely require at least one additional staff person.
- Understanding our HUD requirements and setting our own goals
- Setting a strategy to meet our goals
- Tracking our outcomes
- Setting regular Board Subcommittee meetings

It will take us some time to work through these next steps and we might not have much to report through the summer, but we will be working on standing up our equitable contracting and hiring practices.

3. Additional Information

Some members of the Board have mentioned that you continue to learn about the agency. Attached you will find the presentation we are now using for onboarding new staff. Perhaps some of the information will be helpful for you and can be used as a guide when you talk with community partners. If you'd like any additional information or detail, please let me know.



Welcome to THA!

Thank you for choosing us!

Our Work

Vision:

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

Our Work

Mission:

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

We own and manage housing and real estate.

As of today, we have about 1,300 units in our portfolio.



We develop housing and real estate.



The Rise at 19th

Arlington Apartments



Housing Hilltop



① NORTH BUILDING - NE VIEW



② NORTH BUILDING - NW VIEW



① SOUTH BUILDING - NE VIEW



② SOUTH BUILDING - NW VIEW



③ SOUTH BUILDING - SE VIEW



④ SOUTH BUILDING - SW VIEW



We invest with our partners

We help develop or finance housing for other Tacoma and Pierce County organizations that share our mission.

We invest in over 600 units of housing owned by partner agencies.

We do this with long term subsidy contracts.



Cascade Park Vista owned by Cascade Park Homes



Guadalupe Vista owned by Catholic Community Services

We assist renters in the private rental market

We help people pay rent in the private market.

We assist over 2200 households with tenant-based subsidies each year.

We invest in other systems to provide housing.

- We invest \$2 million per year in the Pierce County family and young adult homeless systems. These dollars pay to house over 300 families per year.
- In addition to the families with students that we already house, we will invest \$400,000 per year to house homeless Tacoma Public Schools families. This school year, we hope to house 120 TPS families.

We provide or arrange supportive services for our customers



The work we do takes everyone

None of this work, and the impact THA has on the community, could be accomplished by just one person or one department.

Every person and department contributes to the work we do.

Our Community Investments



\$60-90 Million
Spent Annually

This investment includes private dollars leveraged with THA funds. Yearly amounts vary with size and number of real estate development projects.

Who We Serve



10,656

People
in Tacoma



4,767

Households
Receive THA assistance to
pay rent to private &
non-profit landlords



1,284

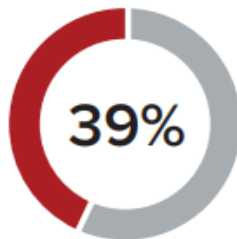
Households
Live in THA properties



1,026

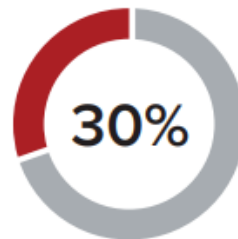
Financed Units
THA helped other
non-profits finance
or develop

Children & Youth



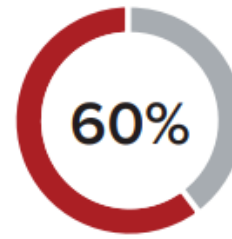
of people we help are
children & youth, age 18
& younger. THA serves
more than 3,400
school-age children.

Elderly & Disabled



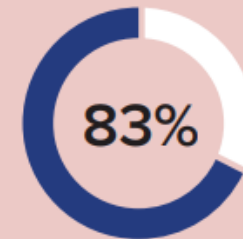
of people we help are
elderly and/or disabled.
They live on very limited
income. On average, their
household income is
\$12,800 per year or less.

Extremely Low-Income Renters



of the families that THA
help have "extremely low"
income. For an average
family of four, this is
\$24,300 or less each year
in household income.

Affordable Rent Gap



of rental housing in
Tacoma is not affordable
to very or extremely
low-income households.
To afford a 2-bedroom
apartment in Tacoma
requires a full-time wage
of \$24 per hour.

Real People in Need of Affordable Housing

This Dental Assistant makes **\$4160 a month**



Registered Dental Assistant SAVE

Dental office N. Tacoma
Tacoma, WA

[Apply on Salary.com](#) [Apply on Tarta.ai](#)

6 days ago Full-time No degree mentioned

Job highlights
Identified by Google from the original job post

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Qualifications <ul style="list-style-type: none">All applicants should have a minimum of 3 years experience, but willing to train the right person for the jobMust be a Registered Dental Assistant in Washington to be considered for the position.Registered Dental Assistant (Required) | Responsibilities <ul style="list-style-type: none">Tuesday, Wednesday, Thursday 7-3:30, Fridays as needed Benefits <ul style="list-style-type: none">Pay: From \$24.00 per hour401(k) matching |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2 more items

More job highlights

This Childcare Provider makes **\$3343 a month**



ParaEducator SpEd 1:1 LRC SAVE

Employer: TACOMA PUBLIC SCHOOLS
Tacoma, WA (+1 other)

[Apply on Careers in Govern...](#) [Apply on Top School Jobs](#) [Apply on LinkedIn](#) [Apply on Glassdoor](#) [Apply on Be...](#)

17 days ago Full-time

Job highlights
Identified by Google from the original job post

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Qualifications <ul style="list-style-type: none">Associate's degree or 72 credit hours of post secondary education or passing state test to demonstrate knowledge, demonstrated ability to assist in instructing students, and...Equivalent combinations of education and experience will be evaluated by the Human Resources Department for comparabilityKnowledge of assigned developmental, behavioral, and/or physical disabilitiesKnowledge of assigned subject areas and basic learning stylesKnowledge of effective instructional methods for students with disabilitiesKnowledge of safe and proper methods of lifting and positioning of students | Responsibilities <ul style="list-style-type: none">Hours per day: 3.0This position assists a certificated teacher with instructional and personal care needs for students with a broad range of disabilities, including medically fragile... |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

19 more items

Benefits

- Salary Level: PA4 \$19.29
- Union/Days per year: Para 182 + 11 holidays Active

17 more items

Average 2 bedroom rent in Tacoma is \$1461.

Most property managers require 3x the rental amount in monthly income (\$4383).

Who can afford to rent?

Actual jobs pulled from Ziprecruiter.com 12/14/2021

Expanding THA's role in Creating More Affordable Housing Options

- Purchase apartment complexes and make rents affordable to renters
- Purchase apartment complexes and make units available to households searching for housing with vouchers
- Explore whether THA can subsidize homeownership purchases (help households build assets and wealth)
- Invest voucher dollars into housing that could be made immediately available to households in housing crisis
- Support public policy to make development of housing easier in the community
- Align THA's goals and strategies with the local government strategies

2022 OVERARCHING PRIORITIES

- Incorporate anti-racism, anti-oppression (DEIB) in all THA work.
- Support staff and make THA a place where people belong and are valued as people.
- Provide excellent customer service for internal and external customers. This will include a major software conversion for the entire agency.
- Break down silos within the agency—we are one agency with departments focused on specific areas of expertise.
- Increase affordable housing in Tacoma using all available means.
- Align THA's goals and strategies with greater community goals.
- Realign THA departments, positions, etc to meet the goals of the community and agency, support staff, reduce redundancy, and offer clearer lines of responsibility and authority.
- Refine our programs—relationships with institutions/students/property owners, clear and measurable goals, simplify so work can be embedded in THA programs.
- Renew overt goals related to hiring THA customers—THA hiring, CSE priorities, all development projects.
- Maintain 99% occupancy in the portfolio.
- Fully utilize Emergency Housing Voucher funds.
- Maintain financial sustainability.
- Continue filling staff vacancies with excellent candidates.

Questions?

Your perspective is important.

Please reach out to me anytime.

Email, phone, Teams, Zoom, Walk-in



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$7,822,487 for the month of May 2022.

Approved: June 22, 2022

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of May 2022

| | | Check Numbers | | | | |
|-----------------------------------------------------------|-----------|---------------|----|-----------|------------------------------------|--------------|
| | | From | To | Amount | Totals | |
| A/P Checking Accounts | | | | | | |
| Accounts Payable Checks | Check #'s | 95,672 | - | 95,739 | | |
| Accounts Payable ACHs | ACHs | 1,165 | - | 1,203 | | |
| Business Support Center | | | | 449,764 | Program Support | |
| Moving To Work Support Center | | | | 328,478 | | |
| Moving To Work Buildings (used by Support Center) | | | | 89,272 | | |
| Tax Credit Program Support Center | | | | 58,505 | | |
| Section 8 Programs | | | | 239,724 | Section 8 Operations | |
| KeyBank Building | | | | 416 | Properties | |
| Salishan 7 | | | | 21,138 | | |
| Saravida Building | | | | 248 | Development | |
| Housing Hilltop LLLP | | | | 882 | | |
| Hillsdale Heights | | | | 475 | | |
| Bus Development Activity | | | | 710 | | |
| Community Services MTW Fund | | | | 12,243 | Client Support | |
| Education Private Grants (Gates, etc.) | | | | 3,886 | | |
| AMP 6 - Scattered Sites | | | | 1,022 | Public Housing | |
| THA SUBTOTAL | | | | 1,206,763 | | |
| Hillside Terrace 2 & 1500 | | | | 11,913 | Tax Credit Projects - Reimbursable | |
| Bay Terrace I & II & Community Facility | | | | 14,408 | | |
| Housing Hilltop LLLP | | | | 1,769,155 | | |
| Arlington Youth Campus | | | | 6,357 | | |
| Court F (The Rise) | | | | 4,951 | | |
| Renew Tacoma Housing | | | | 45,974 | | |
| Salishan 1 - Salishan 6 | | | | 19,573 | | |
| TAX CREDIT SUBTOTAL (Operations & Development - billable) | | | | 1,872,330 | | 3,079,093 |
| Section 8 Checking Account (HAP Payments) | | | | | | |
| SRO/HCV/VASH/FUP/NED | Check #'s | 485,653 | - | 485,753 | 176,725 | |
| | ACHs | 18,855 | - | 20,056 | 3,644,131 | \$ 3,820,856 |
| Payroll & Payroll Fees - ADP | | | | | | \$ 922,538 |
| TOTAL DISBURSEMENTS | | | | | \$ | 7,822,487 |

TACOMA HOUSING AUTHORITY

CASH POSITION - April 2022

| Account Name | Current Balance | Interest |
|------------------------------------------------------------|----------------------|----------|
| HERITAGE BANK | | |
| Accounts Payable | 8,469,024 | 0.27% |
| Section 8 Checking | 6,789,390 | 0.27% |
| THA Affordable Housing Proceeds-Salishan | 1,975,632 | 0.27% |
| THA Scattered Sites Proceeds | 5,897,631 | 0.27% |
| FSS Escrows | 255,629 | 0.27% |
| CSA Escrows | 123,586 | 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 | 846,621 | 0.27% |
| Salishan 7 Operations | 1,917,094 | 0.27% |
| Salishan 7 Security Deposit | 30,809 | 0.27% |
| Salishan 7 Replacement Reserve | 520,880 | 0.27% |
| Salishan 7 Operating Reserve | 204,041 | 0.27% |
| Highland Crest Operations | 1,657,310 | 0.27% |
| Highland Crest Replacement Reserve | 328,584 | 0.27% |
| Highland Crest Security Deposit | 41,282 | 0.27% |
| Outrigger Operations | 658,412 | 0.27% |
| Outrigger Replacement Reserve | 266,867 | 0.27% |
| Outrigger Security Deposit | 21,372 | 0.27% |
| Prairie Oaks Operations | 272,982 | 0.27% |
| Prairie Oaks Replacement Reserve | 41,226 | 0.27% |
| Prairie Oaks Security Deposit | 6,113 | 0.27% |
| Payroll Account | 10,465 | 0.27% |
| HOME STREET BANK | | |
| James Center North Operations | 1,274,087 | 0.00% |
| James Center North Security Deposit | 63,049 | 0.00% |
| WASHINGTON STATE | | |
| Investment Pool | \$ 1,527,366 | 0.40% |
| 1. TOTAL THA CASH BALANCE | \$ 33,200,947 | |
| Less: | | |
| 2. Total MTW Cash Balance | \$ - | |
| Less Minimum Operating Reserves | | |
| 2.01 Public Housing AMP Reserves (4 months Operating Exp.) | | |
| 2.02 S8 Admin Reserves (3 months Operating Exp.) | 726,000 | |
| 2.09 Less Total Minimum Operating Reserves | \$ 726,000 | |
| 2.1. MTW Cash Available (Lines 2-2.09) | \$ - | |
| 3. MTW Cash Held By HUD | \$ 9,005,946 | |
| 4. Non MTW Cash Restrictions/Obligations | | |
| 4.1 Non MTW Operational Restrictions | | |
| 4.10 HUD Restricted - Lot and Property Sales | \$ 7,873,263 | |
| 4.101 Area 2B Sales Proceeds (Afford Hsg) | 1,975,632 | |
| 4.102 Scattered Sites Proceeds (Afford Hsg) | 5,897,631 | |
| 4.20 THA Property Accounts Reserved | \$ 2,775,922 | |
| 4.201 Security Deposit Accounts | 163,679 | |
| 4.202 Highland Crest Operations Reserves | 320,000 | |
| 4.203 Highland Crest Replacement Reserves | 328,584 | |
| 4.204 James Center North Operations Reserves | 230,000 | |
| 4.205 James Center North Capital | 262,686 | |

TACOMA HOUSING AUTHORITY

CASH POSITION - April 2022

| | | | | |
|-------|----------------------------------------------------------------|---------|---------------|--|
| 4.206 | Outrigger Operations Reserve | 150,000 | | |
| 4.207 | Outrigger Replacement Reserves | 266,867 | | |
| 4.208 | Prairie Oaks Operations Reserves | 77,000 | | |
| 4.209 | Prairie Oaks Replacement Reserves | 81,226 | | |
| 4.210 | Salishan 7 Operations Reserves | 375,000 | | |
| 4.211 | Salishan 7 Replacement Reserves | 520,880 | | |
| 4.30 | Rental Assistance Reserves | | \$ 1,107,692 | |
| 4.301 | Mod Rehab Operating Reserves | 12,524 | | |
| 4.302 | VASH, FUP, FYI, NED, EHV & MAIN HAP Reserves | 835,617 | | |
| 4.303 | FSS Escrows | 259,551 | | |
| 4.40 | Prepaid Grants | | \$ 1,875,711 | |
| 4.401 | TPS Interlocal (CS-2017-011) | 235,602 | | |
| 4.402 | Balmer Foundation - Education Prog (CS-2020-005) | 350,660 | | |
| 4.403 | College Spark (PI-2018-005) | 62,033 | | |
| 4.404 | GTCF Grant (PI-2019-005) | 220,512 | | |
| 4.405 | Kresge Foundation - CHAP Program (RA-2019-009) | 110,283 | | |
| 4.406 | Ballmer Foundation - COVID Rent Assist (RA-2020-003) | 50,000 | | |
| 4.407 | THDG | 846,621 | | |
| 4.60 | Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50) | | \$ 13,632,588 | |
| 4.70 | Agency Contracted or Budgeted Commitments Remaining | | \$ - | |
| | | - | | |
| | | - | | |
| 4.99 | Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70) | | \$ 13,632,588 | |
| 5. | THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99) | | \$ 19,568,358 | |
| 6. | Development Advances - Project Reimbursement upon closing/draw | | \$ 567,260 | |
| 6.01 | Housing Hilltop LLLP | 567,260 | | |



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: June 22, 2022

TO: THA Board of Commissioners

FROM: Katie Escudero
Interim Director of Policy, Innovation and Evaluation

RE: Policy, Innovation and Evaluation (PIE) Department April Board Report

Over the past two months, PIE has continued to leverage THA's Moving to Work (MTW) flexibility to design, evaluate, and continually improve agency policies and programs. In general, we provide technical assistance support in the form of program design, planning, policy interpretation, and analysis; and project manage key agency initiatives. The last two months' work and a glimpse of what's ahead is covered in more detail below.

1. Analysis of Proposal to Pay Off Late Rent and Other Charges Accumulated by THA Households During the Pandemic

Over the past month, I have been analyzing the policy proposal to clear late rent and other charges that were accumulate by THA's portfolio households since the start of the pandemic. I attempted to assign a monetary value to the benefits and costs of leveraging THA's unrestricted reserves to pay off 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, the proposal includes a stability fund that the population can access to pay off late rent and other debts.

The full analysis is attached to this report, including an explanation of the approach, data limitations, the estimated benefits and costs, and the estimated net benefits of the proposal. The analysis results in positive net benefits, providing support for the policy proposal. Staff recommend to:

- Use THA's unrestricted reserves to zero out late rent and other charges accumulated by more than 500 portfolio households since March 1, 2020, to date (\$933,300).
- Use THA's unrestricted reserves to set up a matching fund for voucher households to access and include additional funds for staffing/program administration. (\$991,335).
- Seek out philanthropic or other community support for this one-time action.
- Develop the parameters and policies for fund disbursement, for THA's portfolio and voucher programs.

- Develop a communication plan that emphasizes that this support is one-time, and that THA will resume noticing and issuing repayment agreements for late rent and other charges.
- Explore and implement proactive rent collection best practices.

If the Board agrees with this direction, staff will develop and bring forward further explicated policies, implementation plans, and a proposal for use of funds.

2. Update on Education Project Planning with the Foundation for Tacoma Students (FFTS)

THA has engaged FFTS to evaluate its historical and emerging education programs, with the intent of adjusting programs to better meet the needs of THA clients and align with FFTS's and Graduate Tacoma's 2030 community-wide goals. Over the last several months, PIE and FFTS staff have collaborated closely on the project, met regularly, and moved towards systems-change recommendations for THA. We've drawn insights from interviews with eight of THA's core staff, internal THA studies on its HOP and CHAP subsidies, recently collected data on postsecondary enrollment and completion for THA residents, and FFTS forecasting of current THA youth who will be college-going age between now and 2040.

We recently drafted and executed a data sharing agreement (DSA) that will enable this evaluative and planning work to go deeper. PIE and FFTS staff are currently working on a document that details the systems change recommendations. Once vetted with internal stakeholders, the document will be shared with the Board. Emerging themes include a housing first orientation, policy and systems change, measurement, scaling promising service interventions like 2Gen, and data sharing. We look forward to bringing more specific recommendations to a future meeting.

3. 2023 Moving to Work Planning

Around this time each year, PIE's MTW Planning and Policy Analyst, Christine Nguyen, begins engaging with the operational departments and their staff around what additional flexibilities, policy changes, or initiatives they are planning for 2023. These conversations inform the 2023 Moving to Work Plan, which is due to HUD on October 15. By the Board meeting this month, these strategic conversations will be under way. Some themes that have already emerged include: additional flexibilities and resources to aid voucher holders in leasing up, landlord incentives, asset building, systems alignment, and diversity, equity, inclusion, and belonging efforts.



To: Tacoma Housing Authority Board of Commissioners
From: Katie Escudero, Interim Director of Policy, Innovation, and Evaluation
Date: June 22, 2022
Subject: Analysis of Debt Forgiveness Proposal

BACKGROUND

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. A more recent analysis of the member demographics of those households with late rent balances identified that children make up 50% of the population, those with disabilities are 8%, and elderly are 4%. THA does not have access to data on its Housing Choice Voucher (HCV) households who are renting on the private market and hold balances, however, there is historical data from the 2020 late rent program that THA administered. 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.¹ The program also comes with administrative complexity for landlords who accept the assistance.

PROPOSAL

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 the population 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."² 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 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 with 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 fewer terminations mean fewer entries to an already-taxed homelessness system. Additionally, community late rent assistance funding is finite, and all landlords are not as willing as THA to work with their residents to avoid termination. 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 quantifiable impacts of this proposal are detailed in the following sections.

APPROACH AND LIMITATIONS

Staff are using Benefit-Cost Analysis (BCA) as a framework for the analysis, where a monetary value is assigned to the benefits and costs of the proposal and a net benefit is calculated to assess whether the policy is worth pursuing. It should be noted that the calculated net benefits are not real benefits that hit THA's books. Rather, this policy analysis is more of a theoretical exercise where the size and scale of benefits, realized or not, are estimated. Also, due to time constraints, this analytic exercise is not a rigorous BCA as it does not attempt to value intangible costs and benefits, such as the theorized improved

¹ It should be noted that a cross departmental workgroup has been working diligently to strengthen outreach with residents. Efforts include holding successful events in partnership with Pierce County and hiring a dedicated Eviction Prevention Specialist to outreach to and support portfolio residents. Despite these outreach efforts, uptake remains lower than anticipated.

² Ong, Theseira, & Ng (2019). Reducing debt improves psychological functioning and changes decision-making in the poor. *Proceedings of the National Academy of Sciences*, 116(15), 7244–7249. <https://doi.org/10.1073/pnas.1810901116>

health and well-being among THA's clients. It also does not estimate the impact of the proposal over time nor future impacts.

Here are additional limitations and assumptions to bear in mind while reviewing the analysis:

- Because THA is not their landlord, staff do not have access to the amount of debts accumulated by households renting with a tenant-based voucher on the private market. This results in an underestimation of the benefits of the proposal.
- Staff time savings are theoretical as these are sunk costs that THA has already planned for. Rather, staff can carry on with their regular duties such as providing excellent customer service versus addressing the mountain of work associated with the collection of accumulated debts.
- The analysis assumes a household would be noticed and go through the subsequent processes just once. However, it is possible for the same household to go through the repayment process multiple times.
- The analysis does not attempt to estimate the full personal, economic, and social cost of an eviction.
- Additional possible benefits such as those realized by the local economy and healthcare system are not included.

There are additional limitations based on the availability of data, which are explained throughout the analysis. Generally, staff are using historical administrative data to estimate the costs and benefits and readily available local and national research studies. Finally, staff are using available legal cost estimates to value evictions.

In general, exclusion of these additional variables and these data limitations likely underestimate the benefits of the proposal.

ANALYSIS

An explanation of the benefit and cost variables included in the analysis follows.

Benefits

Averted Evictions

In place of a quantifiable measure for housing stability and the positive psychological benefits of eliminating debt, THA is using evictions averted as a proxy. Due to limitations in THA's data system, staff consulted its legal representative to collect historical data on evictions.

In the two-year period prior to the pandemic, from 2018 to 2020, 138 households entered into a repayment agreement for late rent or other charges. During that same time, THA engaged legal counsel for 46 households that owed rent or other fees. Of those 46 households, 26 households were issued a writ of restitution to evict.

2018-2020 LEGAL CASES

| Result | Households | Percentage |
|-----------------------------|------------|------------|
| Mutual Termination | 4 | 9% |
| Rent Modification Agreement | 2 | 4% |
| Repayment Plan | 2 | 4% |
| Tenant Cured | 11 | 24% |
| Unknown | 1 | 2% |
| Writ Issued | 26 | 57% |

Assuming households would be issued a repayment agreement prior to legal engagement, staff estimate that a similar rate of households with repayment agreements (33%) would engage with legal. Of the 522 households who currently have debts, staff can use this historical data to estimate that 174 households could engage with legal. Assuming a similar rate (57%) would result in a writ, staff estimate that 98 households could face eviction without any action from THA.

Because THA has not pursued terminations except in cases where there is cause to do so, THA has not yet engaged in the new eviction resolution pilot program. This makes it difficult to estimate the full legal costs incurred in the new eviction process. To arrive at a cost estimate, staff reached out to THA's legal representative. They estimate the cost to be between \$1,400 and \$2,500 depending on if a case goes the eviction resolution program path. Taking the average of these estimates, staff land at a legal cost of \$1,950 per eviction. With the cost per eviction estimated at \$1,950 per household, staff estimate this proposal has a benefit value of \$191,100.

Because THA lacks information on the number of voucher households with debts owed to landlords, they are not included in this calculation. This benefit will be underestimated in terms of the value it provides in evictions prevented for voucher households.

It should be noted that this benefit is likely undervalued as it does not include a monetary value on the costs households incur by having an eviction on their record. Having an eviction on one's rental history makes it incredibly challenging to secure housing in the future and achieve stability.

Opportunity Benefit –Portfolio Staff Time Savings

The benefit of saved staff time that would be redirected to rent collection activities can be monetized by estimating the number of hours it would take to notice, follow-up on noticing, issue repayment agreements, potentially consult legal, and if these efforts fail, turn the unit over. Property Management staff estimate the number of hours and the hourly salary and benefits of the employees who carry out these activities. Note that these are not real cost savings as staffing levels would not change and are considered sunk costs. Instead, this is a valuation of the benefit realized by enacting the proposal, allowing staff to continue their regular duties and provide high quality customer service.

RENT COLLECTION ACTIVITIES

| Activity | Hourly Rate | Estimated Hours | Total Cost |
|-------------------------------|--------------------|------------------------|---------------------|
| Calculating Amount Owed | \$25.00 | 1.5 | \$37.50 |
| Noticing | \$34.00 | 3 | \$102.00 |
| Follow-up to Noticing | \$34.00 | 6 | \$204.00 |
| Total Per Household | | 10.5 | \$275.50 |
| Total (522 households) | | 5,481 | \$179,307.00 |

If a household does not follow-up on its repayment agreement and ends up vacating the unit as a result of eviction, there are costs associated with unit turnover. Multiplying the estimated cost per household by the estimated number of evictions (98 households) that could result without

THA action, staff value the savings from unit turnover as \$1,130,577. If households who vacate because of mutual termination are included in this estimation, that number grows to 145 households for a total estimated cost of \$1,672,792. Staff decided to use the more conservative estimate that only accounts for estimated evictions, not terminations, in this analysis.

UNIT TURNOVER ACTIVITIES

| Activity | Hourly Rate | Estimated Hours | Total Cost |
|------------------------------|-------------|-----------------|-----------------------|
| Unit Turnover | \$84.00 | 136 | \$11,424.00 |
| Leasing to New Household | \$25.00 | 4.5 | \$112.50 |
| Total Per Household | | 140.5 | \$11,536.50 |
| Total (98 households) | | 13,769 | \$1,130,577.00 |

Taking these two values into account, staff estimate that 19,250 hours could be saved in staff time, valued at around \$1,309,884.

Community Benefit – Preventing Entries to Homelessness

By forgiving debts accumulated during the pandemic, THA expects that this would help stabilize families in housing, prevent terminations, and prevent households from exiting THA housing into the homelessness system. A recent study on the return on investment of pandemic rental assistance estimates that of all at-risk households with an eviction filing, 31.4% would double up with another family and 21.8% would enter shelter.³ Using the estimated 98 households who could face eviction if no action is taken and the proportions observed in the cited study, staff estimate that 31 households would double up with another family and 21 households would seek shelter assistance.

POST-EVICTION NOTICE ACTIONS

| Action | Proportion of Population | # of THA Households |
|------------------|--------------------------|---------------------|
| Find a new place | 43.3% | 42 |
| Double up | 31.4% | 31 |
| Shelter | 21.8% | 21 |
| Cure the notice | 3.5% | 3 |

Because of a lack of data on doubled-up households, we are assuming that after having faced an eviction, these households will seek some type of homeless prevention and/or diversion assistance. It should be noted that this is not always the case and some may continue living doubled up without seeking assistance. Diversion has an annual cost of \$1,500 per household and

³ Gilman, Sam (2021). The return on investment of pandemic rental assistance: modeling a rare win-win-win. Indiana Health Law Review, Vol. 18, 2021. <https://mckinneylaw.iu.edu/ihlr/pdf/vol18p293.pdf>

shelter is \$24,000 per household per year.⁴ Pierce County observes that 10% of households in shelter go on to receiving additional assistance in Rapid Rehousing, which averages \$8,000 per household per year.

Assuming THA residents would behave in similar ways to those in the study and rounding to the nearest whole number, staff estimate that 52 households could access homelessness system resources, resulting in estimated system costs of \$575,985.

ESTIMATED USE OF HOMELESSNESS RESOURCES

| Service Modality Use | # of THA Households | Costs ⁵ |
|---------------------------------------------------------------------|---------------------|---------------------|
| Diversion & Homelessness Prevention Use (Double up) | 31 | \$46,158.00 |
| Shelter | 21 | \$512,736.00 |
| Rapid Rehousing Intervention (duplicate households from shelter) | 2 | \$17,091.00 |
| Total | 52 | \$575,985.00 |

Similarly, to the averted evictions measure, staff cannot estimate how many voucher households could avoid an entry to the homelessness system because of access to this support.

Community Benefit – Savings to Community Late Rent Resources

By paying off these debts, THA residents will no longer have a need to access Pierce County and other community partners' limited resources for late rent assistance. The county funds are currently not replenishable after this last round of disbursement. This proposal would avert the need for residents to draw on this already taxed and backed up system. To illustrate how backed up this system is, Pierce County is currently processing applications received on November 7, 2021. Unlike many private market landlords, THA goes to every length to avoid housing instability and terminations. There is a benefit to ensuring the most at-risk households access these limited funds.

Since the start of the pandemic, approximately 30% of THA's total population has received late rent assistance with an average payment per household at \$2,179. Assuming those with debts owed access the community's resources at a similar rate, staff assume 158 of the 522 households would receive assistance, resulting in \$344,282 saved in community late rent resources.

Similarly, as above, voucher household benefits cannot be estimated.

Costs

Unpaid Rent and Fees in THA's Portfolio

⁴ ECONorthwest (2022). Pierce County homeless services assessment. Prepared for Pierce County. <https://www.piercecountywa.gov/DocumentCenter/View/113358/Pierce-County-Homelessness-Report---FINAL---220404?bidId=>

⁵ Ibid.

The total cost of paying off rent and other fees accumulated from March 1, 2020, to present is approximately \$933,300. This is a direct cost associated with this proposal that would be paid out of THA's unrestricted reserves.

Unpaid Rent and Fees – Voucher Households

THA cannot estimate the amount of late rent and other fees that voucher holders have accumulated since the start of the pandemic as this is information held by individual landlords. However, to ensure some parity in its programs, THA proposes at least matching the amount of funds dedicated to stabilizing portfolio residents - \$933,300 - and setting up an emergency fund that voucher holders can access. This part of the proposal would require additional administrative investment in the form of at least one fulltime employee to promote the fund, review applications, and manage the program. The cost of such a position would be \$58,035.

Opportunity Costs

THA's unrestricted reserves have future commitments and plans aside from this proposed use. The funds are particularly critical for THA's future development plans. These funds are used to pay development staff, perform due diligence, and provide gap financing. Recent increases in construction costs along with rising interest rates are putting a strain on THA's ability to acquire and develop new affordable units. Diverting additional funds will further reduce THA's ability to add new affordable units in the coming years. THA needs to consider the opportunity costs the agency must forgo to implement this proposal.

The cost of borrowing \$933,300 for one year would be approximately \$64,000. Staff use this estimate as the proxy for opportunity cost.

Estimated Net Benefits Calculation

To calculate the net benefits of this proposal, staff sum all the benefit variables and sum all cost variables and then subtract total cost value from the total benefit value. The analysis results in positive net benefits, providing support for the policy proposal.

| BENEFITS | VALUE |
|---------------------------------------------------------------|-------------------------|
| Averted Evictions | \$191,100.00 |
| Portfolio Staff Time Savings | \$1,309,884.00 |
| Preventing Entries to Homelessness | \$575,985.00 |
| Community Late Rent Resource Savings | \$344,282.00 |
| Total Benefits | \$2,421,251.00 |
| COSTS | |
| Unpaid Rent and Fees in THA's Portfolio | (\$933,300.00) |
| Unpaid Rent and Fees Support and Program Administration - HCV | (\$991,335.00) |
| Opportunity Costs | (\$64,000.00) |
| Total Costs | (\$1,988,635.00) |
| NET BENEFITS | \$432,616.00 |

RECOMMENDATIONS

The analysis results in net benefits to THA residents, staff, and the broader community. Staff recommend supporting this proposal, allowing staff to approach philanthropic partners to seek support to offset the cost of instituting debt forgiveness and implementing an emergency assistance program for voucher holders. The total, real cost of the proposal is approximately \$1.9 million. If the Board agrees, staff will move forward with further explicating the one-time policy. In general, the recommendation is to:

- Use THA's unrestricted reserves to zero out late rent and other charges accumulated by more than 500 portfolio households since March 1, 2020, to date (\$933,300).
- Use THA's unrestricted reserves to set up a matching fund for voucher households to access and include additional funds for staffing/program administration. (\$991,335).
- Seek out philanthropic or other community support for this one-time action.
- Develop the parameters and policies for fund disbursement, for THA's portfolio and voucher programs.
- Develop a communication plan that emphasizes that this support is one-time, and that THA will resume noticing and issuing repayment agreements for late rent and other charges.
- Explore and implement proactive rent collection best practices.

As THA prepares to transition from emergency operations to some semblance of normal operations, staff recommend proactively and clearly communicating that this support is one-time and that any future missed rent payments will result in noticing and repayment agreements. It will be a noticeable shift in messaging from THA going to every length to clear these arrears during the pandemic to moving forward, aggressively pursuing rent collection. To that end, staff also recommend continuing to research best practices that go upstream and reduce the accumulation of future rent arrears. One such study suggests that encouraging uptake of direct deposit options and sending texts or other communications that remind residents to pay their upcoming rent reduce the number of those who enter arrears.⁶

If the Board agrees with this direction, staff will develop and bring forward further explicated policies, implementation plans, and a proposal for use of funds.

⁶ Fitzhugh, Park, Nolan, & Gibbons (2018). Reducing rent arrears at Metropolitan Housing. The Behavioural Insights Team. <https://www.bi.team/wp-content/uploads/2019/03/BIT-Applying-behavioural-insights-to-reduce-rent-arrears-final-report.pdf>



TACOMA HOUSING AUTHORITY

ADMINISTRATIVE SERVICES



TACOMA HOUSING AUTHORITY

DATE: June 22, 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 Tacoma Housing Authority's (THA) IT, and moving real estate development projects forward. This month, we are reporting on staff changes within the department and real estate development projects only.

1. STAFFING UPDATES

We have had a number of staffing changes this month.

THA's Risk Manager, Karessa Bowman, is leaving THA to move to Colorado with her family. We wish her all the best! Thanks for your contributions here, Karessa!

And, Ginger Peck joined the team as THA's new Asset Manager. Ginger previously worked for THA as our Risk Manager. She has experience, and has gained more education and experience in Asset Management and returns to THA in this new role. She will oversee Risk Management as well, and we are still recruiting for a Risk Manager.

Karen Bunce announced her resignation, and her last day will be June 24 "in the office". Karen is moving into a new leadership position at the WA State Department of Natural Resources. Karen is one of the hardest working, most dedicated people I have worked with, and I will miss her good strong work and contribution here at THA.

Also, Roberta Schur has announced her resignation and her last day in the office will be June 17. Roberta has dedicated her career to affordable housing and has such a strong commitment to this work. She has demonstrated this commitment most recently in her work in the Hilltop. THA has been lucky to have Roberta's commitment and hard work, and I hope you will join me in sending her off with a big thank you!

These staff moves are giving us an opportunity to look at how our work is assigned and make adjustments to provide staff with more support. As of now, we anticipate the following high-level changes within Administration:

- IT will move out of Administration and report directly to April
- Contract Management will move to Finance

- The Compliance, Civil Rights, and Business Process Improvement Teams will move to PIE, as previously planned.

This department will likely be renamed to reflect its refined focus on development, asset management and risk management.

2. REAL ESTATE DEVELOPMENT

2.1. Housing Hilltop

2.1.1. Financial and Construction Oversight of the Project

With the retirements of THA's four longest tenured development staff and Roberta's resignation, THA no longer has the development expertise it once had. I bring over 40 years of experience but know that challenges are best solved with the experience of a team. The remaining Development staff bring their own knowledge, experience, and commitment to this work and our community.

We have previously mentioned our contract with our consultant, Brawner. The Brawner team comes with decades of experience in both financial analysis and deal structuring, and construction oversight.

Brawner will take the lead role in managing the contract with Walsh. They will work hand in hand with THA staff to train and mentor them through this development. This will be the best way to bring more experience in house over time.

2.1.2. Investor/Lender Update

The investor and lender solicitations were issued the first week of June. Responses are due June 30. We anticipate bringing a resolution to the Board in July with a recommendation of the selected investor and lender.

2.1.3. Construction Costs

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.

2.1.4.

We have been analyzing whether Project Based Vouchers are an option for this project. PBVs would make the property affordable to households with lower incomes and add more debt capacity in our financing. They also add Prevailing

Wage/Davis-Bacon wages and onerous administrative oversight during construction. We had asked Walsh to estimate what the cost would be to the project if Prevailing Wage/Davis Bacon wages became a requirement. Based on analysis and input from subcontractors received in early June, it appears that adding PBVs would add approximately \$15M in increased construction costs. We do not recommend adding PBVs or pursuing any federal funds at this time.

2.2. James Center North/Aviva Crossing

Based on the experiences at Housing Hilltop related to growing construction costs and the large financial investment necessary to continue the project, we are taking a pause to further analyze the feasibility of THA self-developing James Center North/Aviva Crossing. We are working with the Brawner team to review the plans and financial models that have been created to-date. We should have a recommendation about next steps by the August Board meeting.

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 has been secured and expended to support the work. The project was fully funded, however, due to construction cost increases from supply chain issues, COVID, etc. and the increasing interest rates, we are seeking additional funding from the City and County to fill the gap. Funding for the project includes the City of Tacoma, Pierce County, Housing Trust Fund, 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.

Design team meetings are ongoing, and we need to start construction by Q2 2023 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 Street 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.

2.4. North Highland Court

The Purchase and Sale Agreement with the owner of Highland Court was signed on May 12. This is a 35-unit building in north Tacoma. THA waived the feasibility contingency on June 13 according to the PSA. No major issues were identified during the due diligence. A resolution approving the waiving of the feasibility contingency and authorizing the executive director to execute closing documents for the transaction was approved on Friday, June 10.

Closing is expected in mid-July. We anticipate using a combination of THA funds, bank or other private debt and funding from the Department of Commerce. To determine the amount of Commerce funds we can use in the transaction we need to obtain third party income verifications for all the residents. No Commerce funds can be used to house people who are over 80% of AMI. In the pro forma we have estimated using half \$2.5M of the Commerce award on the acquisition. The property can support a \$2.9M first mortgage. THA's equity will be approximately \$860,000. If more Commerce funds can be used, THA's equity contribution can be decreased.

2.5. REAL ESTATE DEVELOPMENT PROJECT PIPELINE

Each month we share a copy of THA's Development Pipeline. Based on the experience in Housing Hilltop—per unit construction costs over \$500,000 per unit, 20% construction cost increases, and a potential THA investment of \$10 million—we are pausing to analyze when and where it is most feasible for THA to develop versus partner with others or acquire existing housing.

We know that the per unit costs, THA investment, and lack of developer fee are unsustainable for the agency.

We have seen some recent success in partnering with others to bring affordable housing to Tacoma while using THA land without using THA funds. Hilltop Lofts was the first example of this possibility. There, Horizon Housing has a long-term lease on THA property and is building 50 units of deeply affordable permanent supportive housing. THA's contribution to that project is land, project-based voucher, parking space in Housing Hilltop, and some administrative support related to wage interviews.

We are negotiating with Bridge Meadows to develop the entire Hillsdale Heights site using tax credits and other public funding. This will bring 144 units of affordable housing to households with incomes between 30-60% AMI. If we use THA project-based vouchers at that site, we will see it affordable to households down to \$0 income. In this scenario, THA will contribute the land and, possibly, project-based vouchers.

James Center North is the other example we look to for options. There we listed parcels for sale and asked developers to bid on price, the number of affordable units they would provide, and how quickly they could build. We chose Koz and Mercy as the developers and will see units developed that are affordable for households earning between 30-90% of AMI.

We are working with Brawner to audit the THA Development pipeline against our capital reserve accounts and make recommendations about the future of our development work. We have already spoken the City and County housing staff about the challenges we are facing, and I hope to include them and our other funders in developing a path forward. Regardless of the path we take, THA will continue to add more affordable housing to the market. More information to come.

| 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 10/2022 Complete construction late 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 | Develop up to 144 units of mixed generational housing with a focus on people adopting from foster care system | Estimate – 2025/2026 construction start | Bridge Meadows is planning to develop the site themselves using a 4%/9% combination |
| 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: June 22, 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 (CSE) continued to push best practice in May, working as hard as ever to support residents, voucher holders, partners and colleagues. The tenacity of this team, and the breadth of good humans filling these roles continues to inspire me and are increasingly becoming a beacon for service providers throughout the city and county.

May was busy on the administrative end of things, as well. We helped to welcome two new Directors to THA, aligning with partners and systems to provide comprehensive services throughout the region, and wrangling new contracts, amendments, and providers to amplify our impact and to support residents with access to programs and supports we do not provide in house.

With the legislature in between sessions, we are hard at work meeting with partners to explore funding options for Arlington Drive Youth Campus. The upcoming session will be a critical component of our money hunt, and we are busy ensuring we are lined up and ready for the session to begin.

Additionally, May was a busy month with supervision and support of the department. Folks on the leadership team meet with all direct reports weekly, managing hot spots, anticipating needs, supporting professional growth and development, supporting a healthy work/life balance, and ensuring we are providing high level and consistent support and services.

3. DEPARTMENT UPDATES

3.1 Staffing Updates

May was a busy month for hiring in CSE. Program supervisor Kye Hilling and Program Manager Amy Van led interviews of several candidates for two open Community Advocate positions. We are happy to report that we were able to make one offer and our new Community Advocate will start in late June. The other interviews proved unsuccessful, so Kye and Amy are bringing in a new batch of candidates to interview in June.

CSE staff members Da’Vonya Jackson and Leslie Mintaraga accompanied several other THA staff members and traveled to Washington DC for the CLPHA “Housing Is” conference. Both learned a bunch about national service trends, FSS programs in other regions and had the chance to share about the good work being done by THA.

3.2 Helping Residents as Parents, Students, Wage-Earners and Builders of Assets

3.2.1 Summer Programming

Byron Williams and the 2Gen team, made up of Stephanie Hopkins, Gary McCurty, Marty Higgins and Kristine Coman have been working incredibly hard through the end of Winter and Spring to set up a comprehensive and responsive summer programming schedule for THA families. We heard from families that they are most interested in accessing programs and activities at THA properties rather than sending their kids off. So, Marty, Byron and crew have been steadfastly pursuing partners and resources to meet the need and requests. A final calendar is still being updated, but our partners are lined up. Lunch will be provided at all activities, and we will have programming at all THA family properties this summer, including the following:

- Tacoma Art Museum Sketch Club
- Outdoor exploration with Tacoma Nature Center
- Snapology – A premier partner for STEAM programs, offering opportunities for young people to learn using LEGOs, Bricks, K’Nex and technology
- YMCA programs including basketball and soccer
- Knownless Kids – a youth driven program centering the voices of youth by providing platforms for expression and educational guidance. Knownless will be teaming up with local mentors to provide youth with

safe and fun programs where they can express themselves through art, music, fashion, dance and culinary arts

- Bricks for Kidz – A chance for kids to explore the laws of motion, energy and natural disasters
- Ultimate Frisbee with DiscNW
- Film Camp and Movie night with The Grand Cinema (finalizing the details on this partnership)
- And various opportunities via our partnership with GreenTrike (see below)



The poster for 'SUMMER AT THA YOUTH SUMMER OPPORTUNITIES' features a collage of photos showing diverse youth engaged in various activities like art, sports, and learning. A central photo shows a group of students and an adult. Text overlays include: 'FREE! Open to Elementary & Middle School aged youth' in a blue circle; 'Registration OPEN NOW CLOSING June 17 Sign up early! Slots fill up quickly!' in a green banner; 'SUMMER AT THA YOUTH SUMMER OPPORTUNITIES' in large orange and grey letters; 'Students can now plug into Expanded Learning Opportunities (ELO) at Tacoma Housing Authority Sites. These programs include visual arts, STEM, sports, mentorship, and more. ELO programs take place three days a week and provide a safe space and place for students to learn new skills, find their spark and voice, build positive relationships, and connect with their community and caring adults!'; 'Summer Session: July 5 - August 4 Tuesdays, Wednesdays, & Thursdays 9:00 am - 12:30 pm'; 'Register Online!' in a green banner; 'greentrikeosti.cityspan.com'; 'Have questions? Need help registering?' with contact info for Marty Higgins; and logos for greentrike and expanded learning opportunities at the bottom.

FREE!
Open to Elementary
& Middle School
aged youth

Registration OPEN NOW
CLOSING June 17
Sign up early! Slots fill up quickly!

SUMMER AT THA
YOUTH SUMMER OPPORTUNITIES

Students can now plug into Expanded Learning Opportunities (ELO) at Tacoma Housing Authority Sites. These programs include visual arts, STEM, sports, mentorship, and more. ELO programs take place three days a week and provide a safe space and place for students to learn new skills, find their spark and voice, build positive relationships, and connect with their community and caring adults!

Register Online!

Summer Session: July 5 - August 4
Tuesdays, Wednesdays, & Thursdays
9:00 am - 12:30 pm
greentrikeosti.cityspan.com

Have questions?
Need help registering?

Marty Higgins
mhiggins@tacomahousing.org
phone: 253-345-9699

 **greentrike**
Out-of-School Time Intermediary

 **expanded learning opportunities**
Plug into the possibilities

These activities and programs will help keep students engaged throughout the Summer, helping to stem summer learning loss, and providing opportunities for youth to participate in pro-social activities.

3.2.2 Youth Job Fairs

In May we also put on two job fairs, one at Salishan and one at Bay Terrace. This is a chance to bring in local employers who are looking to hire young people for summer jobs. Community Builder Rob McAfee led the charge on these events, engaging dozens of young people. Youth were greeted by staff, led around the room to talk to, and interview with, local employers, and finished their time with some pizza, popcorn (made fresh by Marty Higgins!) and snacks. Five young people were hired on the spot, with several others likely to be hired soon after! By all accounts, these events were a great success, and we look forward to continuing on with more in the future!

3.2.3 General Services

Community Advocates working in General Services, or the folks fielding referrals for residents and voucher holders in need, were also hard at work this month. The staff in these roles are often the unsung heroes of this work. Every day, they work with folks in deep crisis of varying origins. It's not uncommon for them move between working with someone in mental health crisis, to neighbor disputes, to eviction prevention, and/or suicidal ideation in one day. Their work is stressful, can induce secondary trauma, and is a critical component to CSE's role in helping folks succeed as tenants.

Community Builder Martha Matthias worked with one resident who has historically helped his neighbors by driving THA's van to the grocery store. These grocery runs were paused for safety reasons during Covid, but they resumed this month! Martha also restarted art classes in several of the high-rise buildings. These activities help residents feel connected to one another, feel a sense of belonging within their community, and enhance cognitive functioning, all of which help them succeed as parents and tenants.

Community Advocate Sylvia Cepriano deserves her own "shout out" in this month's report. Sylvia worked with dozens of households in the high-rise buildings who were behind on rent. Sylvia helped folks fill out applications for financial support, navigate complicated requirements, and communicate with Property Management. In total, Sylvia alone helped residents in 36 households secure almost \$30,000 in rent support! WAY TO GO, SYLVIA!!

3.3.3 Family Self-Sufficiency

The FSS team has also been hard at work throughout the month. The FSS team wanted to share the following success story:

A resident we will call Alice (to protect confidentiality) has made significant progress in the FSS program. Alice stated that when she first joined the program, she lacked confidence. She was unemployed and her mother and grandparent were supporting her and her children. She had previous experience as a caregiver and thought it would be her forever job. She was not happy with where she was in her life, having no goals and little direction. Shortly after she joined FSS she lost her grandparents and things started to feel real as she lost their support. Since they were gone, she had to get up and do everything for herself now and quickly got two jobs. Soon after, she was tired and overwhelmed. But, the support of her FSS advocate helped change things for her and she was driven to set and work on new goals for herself. The program and support provided, especially the incentives, helped her achieve many of her goals. Alice completed a Peer Support Specialist training provided by the WA State Health Care Authority and quickly got a job at Multicare Behavioral Health as a Peer Specialist. Throughout the last few years, the client has continued to work hard and has been promoted into new roles. Alice reports being happy, now, and feeling proud of herself. She is ready to graduate from FSS! Alice had such a good experience in FSS, she has recently volunteered to speak on behalf of her time in the program

3.3.4 Mental Health Awareness Month

May is National Mental Health Awareness Month. According to a recent American Psychiatric Association publication (Stress in America 2020: a national mental health crisis), Americans reported an increase across the board in anxiety, depression, traumatic stress, and social isolation due to the COVID 19 pandemic. Of adult respondents, 67% reported an increase in stress due to the pandemic. Reports show that the demographic particularly vulnerable to the stresses of the pandemic are young adults, ages 18-24. That demographic has reported the highest rates of stress, substance use and misuse and serious thoughts of suicide during the pandemic than any other demographic.

CSE staff continue to educate themselves on mental health and substance use trends through webinars and research; staff attended the Substance Abuse and Mental Health Services Administration's National Mental Health Awareness Month webinar series in May that was conducted in partnership with HUD. Staff learned about the brand new Federal 988 Suicide & Crisis Lifeline, which expands the National Suicide Prevention Lifeline to include immediate compassionate care and referrals for individuals experiencing not only suicidal ideation, but also substance use crisis, mental health crisis or other emotional distress. Staff also learned about stigma associated with mental health and substance abuse, and how stigma is itself a health crisis in America.

CSE staff is proud to serve THA's mission to support residents in succeeding as tenants, parents and students through our work to support mental health and wellness. We do this in partnership with various funders, including the City of Tacoma's Neighborhood and Community Services department. Through NCS, CSE receives two multi-year grants, including our \$33k annual Community Wellness grant that help us fund our work in community building activities that help to promote social inclusion and connections in an attempt to prevent social isolation. NCS also funds Mental Health & Substance Use Disorder programming through its Homelessness & Housing Stability grants; CSE receives \$110k annual to support whole family supports, including referrals for domestic violence support, mental health, substance abuse, as well as social/emotional learning. The chart below shows the current contract goals and our progress toward those goals for this reporting cycle. As you can see, we are doing great!

| 2022 Community Wellness | | | | |
|--------------------------------|------------|--------------|----------------------|----------------------------|
| | May | Total | Contract Goal | Percentage Achieved |
| New Clients served | 0 | 283 | 225 | 111% |
| Resource Connections* | 588 | 3096 | 1125 | 275% |
| Skill Building ** | 18 | 166.5 | 30 | 555% |

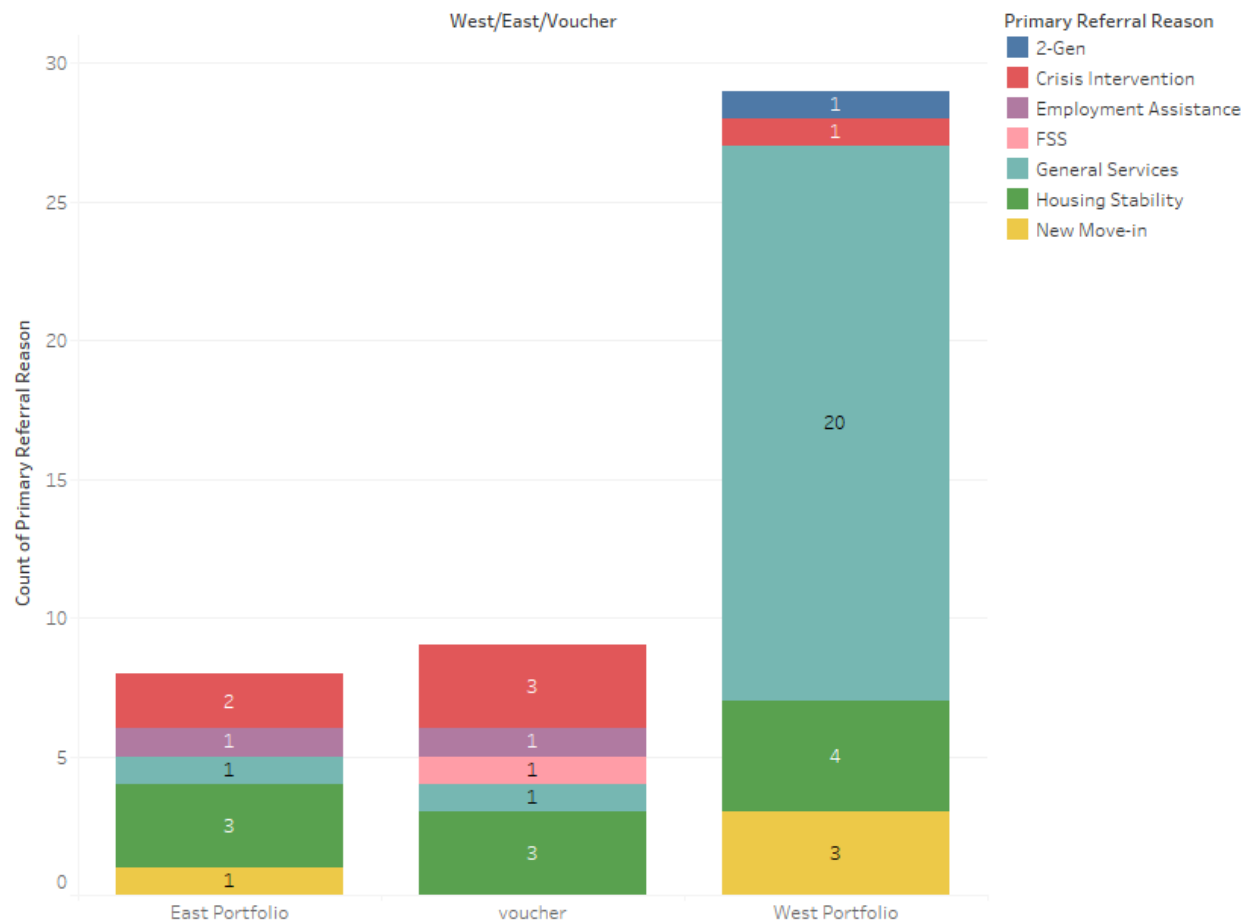
*Resource Connections-A percentage of the department's resource connections.

**Skill Building Hours-This number shows time spent working with the TRAC board, residents assisting in redesign conversations, interview panels, and community consultation.

3.3.5 Data

The charts below show how many resource connections staff made in the month of May, 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. Some referrals result in limited support aimed at addressing the referral issue, and others turn into long-term support. The bottom chart shows the number of external resource connections staff made on behalf of residents and voucher holders. The length of engagement is determined largely by residents, with Case Workers offering support for a variety of needs.

All Referrals Received by CSE 2022
May



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 May. The view is filtered on West/East/Voucher, which keeps East Portfolio, voucher and West Portfolio.

2022 Resource Connections Provided by CSE May

| Referral Service Type | Referral Date | |
|---------------------------------------------|---------------|-------------|
| | May | Grand Total |
| Dependent and Childcare Services | 1 | 15 |
| Employment Assistance-Youth | 48 | 52 |
| Healthcare Connections | 1 | 7 |
| Tax Assistance | 1 | 44 |
| Aging and Disability Resource Center (ADRC) | 1 | 4 |
| Behavioral Health | 8 | 33 |
| Financial Coaching (Classes) | 3 | 20 |
| Tacoma Arts Free Tickets | | 10 |
| Legal Assistance | | 27 |
| Asset Building | 4 | 28 |
| Education-Youth | 3 | 52 |
| Furniture Bank | 4 | 21 |
| Physical Well Being | | 12 |
| Transportation Assistance | 2 | 10 |
| Utility Assistance | 50 | 92 |
| Education-Adult | 3 | 102 |
| General Assistance Programs | 13 | 101 |
| Rental Assistance | 26 | 110 |
| Community Building | 13 | 81 |
| Employment Assistance-Adult | 9 | 115 |
| Food Assistance Programs | 575 | 2,830 |
| Grand Total | 765 | 3,766 |



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: June 22, 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 continue to focus on special purpose voucher utilization despite being understaffed and recognizing that many of our referral partners are understaffed as well. We have two Housing Specialist positions posted this month and are enlisting help from a Temp agency to support us through some longer-term absences and a staff departure. On the positive side, these vacancies may create opportunities for existing staff to grow into new roles and for clients to seek employment opportunities with THA.

We've been busy preparing the 902 building for our soft opening and full public opening in July. The pandemic gave us an opportunity to update our systems to improve customer service. During the month of May we served 31 clients in person. We will continue to track in-office and remote service delivery to ensure we are meeting the needs of our customers. We are working closely with IT to ensure our safety systems are in place to support our teams and the people we serve. In June, the entire department will participate in motivational interviewing training to better serve our community.

Over the next three months, Bre'ann Birge will lead our Portability team in reducing the administrative burden of billing other PHAs when our voucher holders move to another jurisdiction. This will result in reducing the number of Port Out and Port In vouchers. Our goal is to work with Pierce County, King County and Seattle Housing Authority to reduce the administrative burden in the future.

We continue to focus on improving customer service and efficiency. The housing market is incredibly tough, and Tacoma ProBono reports that Pierce County has the highest eviction rate in the County. Many evictions are due to tenants' inability to absorb rent increases and property owners selling or rehabbing properties. Time is money in any market, but especially in this market and our housing providers have a lot of options and little patience for delays.

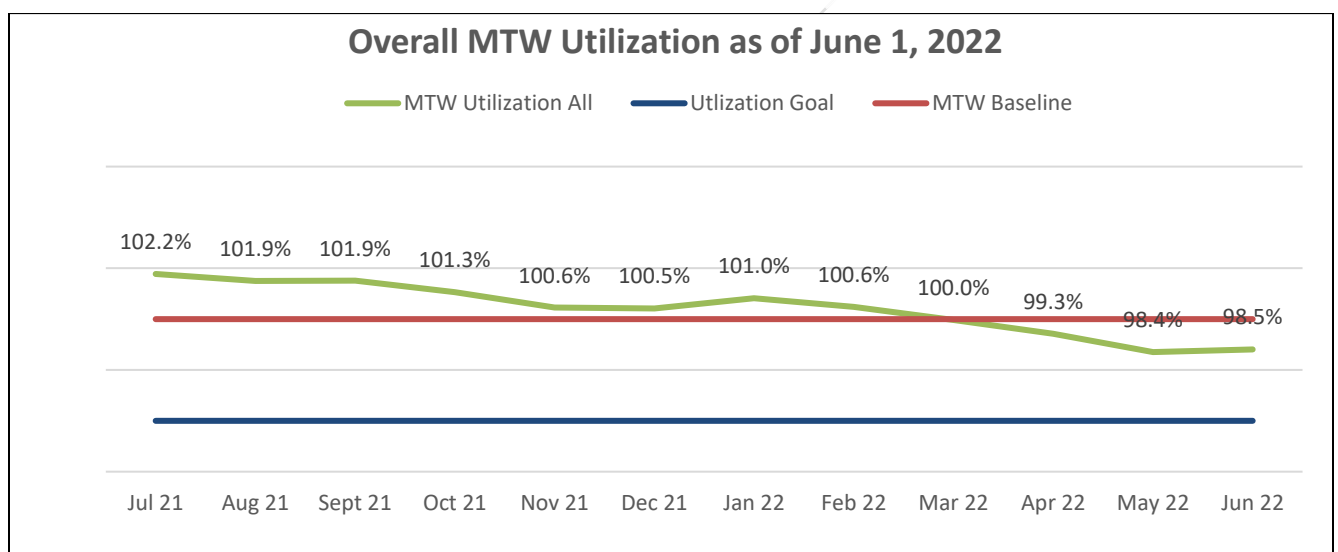
This requires our team to work fast supporting clients with their housing search and quickly processing paperwork and inspections for landlords. We've streamlined and centralized these processes to ensure that a buried email does not result in a lost tenancy. We are continuing to gather feedback from our housing provider partners and are providing training on our new more efficient ways of doing business.

Alexis Eykel (our Landlord Engagement Specialist) has done a remarkable job attracting new landlords and keeping our current partners engaged and educated. Lacie Ricci is three months into serving as our Housing Navigator and is working with nearly 40 families on their housing search.

3. RENTAL ASSISTANCE DEPARTMENT REPORTS

3.1 Overall Utilization

The overall Housing Choice Voucher utilization is reported at 98.51% as of June 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)

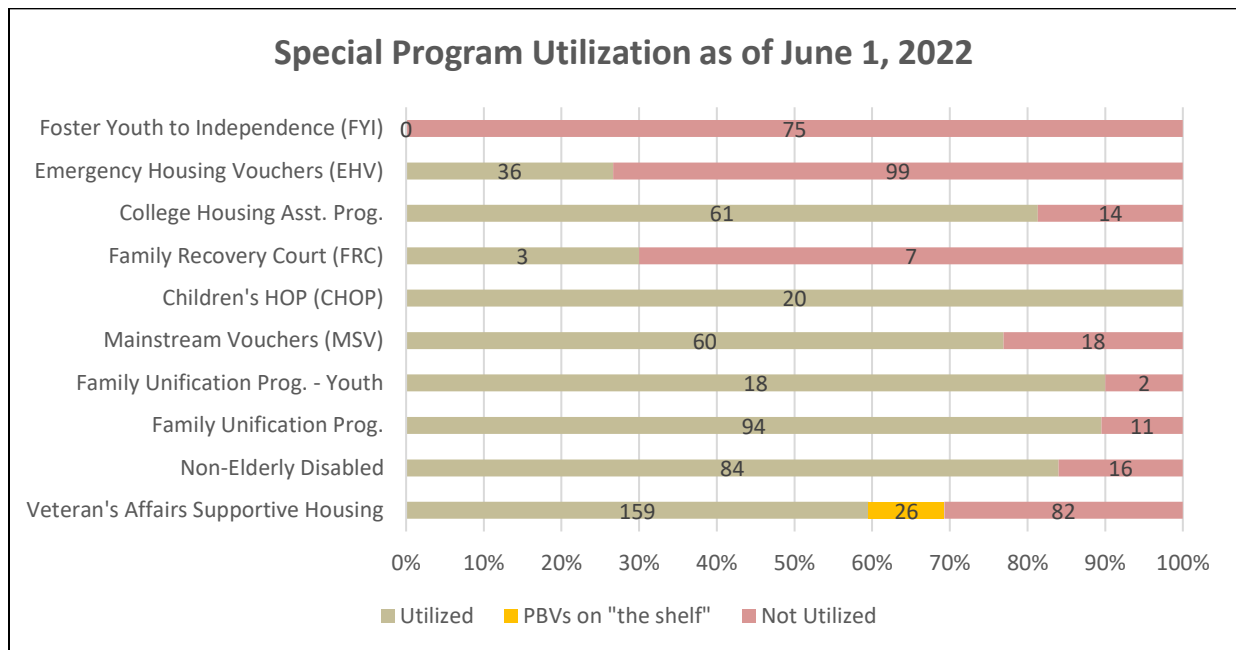
Project Based utilization remains strong at 96% utilized. Staff continually monitor and communicate with project-based partners to send referrals for vacant units. Staff continue to prepare for the 57-unit project-based units at Hilltop Lofts scheduled to open October 2022. THA staff recently met with the VA and a local developer to discuss a project-based partnership at a new development in University Place.

3.3 Special Programs & Property Based Subsidies

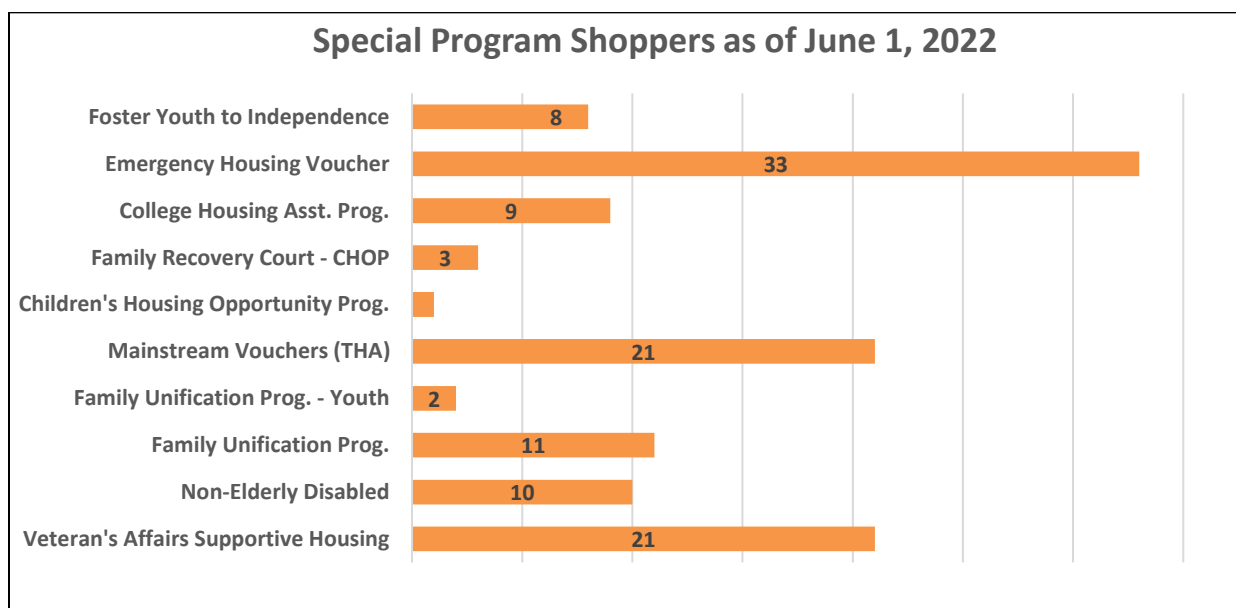
Below is a breakdown of the utilization of THA's special programs. The charts below include utilization & shoppers for each program.

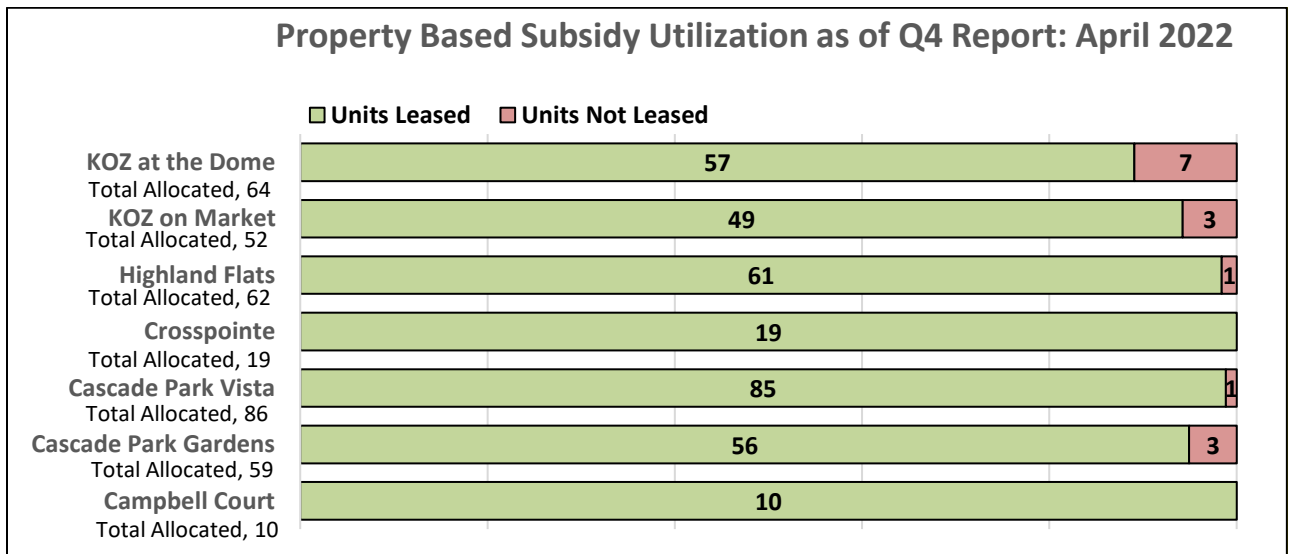
THA has received 187 referrals since January 2022 for all programs including Foster Youth to Independence, EHV, VASH and Project Based programs. EHV utilization has reached 29%.

THA will add an additional EHV pipeline for FUP-eligible households to increase utilization. THA & the VA are negotiating with a local developer to commit 16 units for tenant based VASH voucher holders at 2 of their properties.



This graph reflects 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).





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:

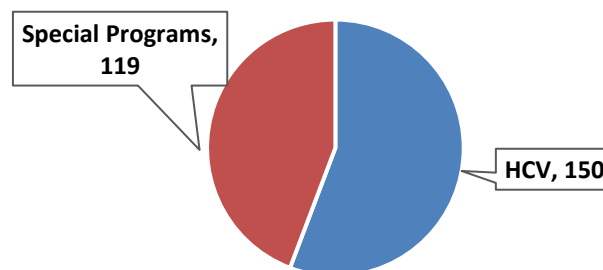
- None of the properties have occupancy rate concerns.
- The Cascade Park Gardens and Vista unit swap (adding more to one property and removing from the other) was successful and they have been able to maintain high utilization in 2022.
- The number of units we are temporarily not subsidizing has dropped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

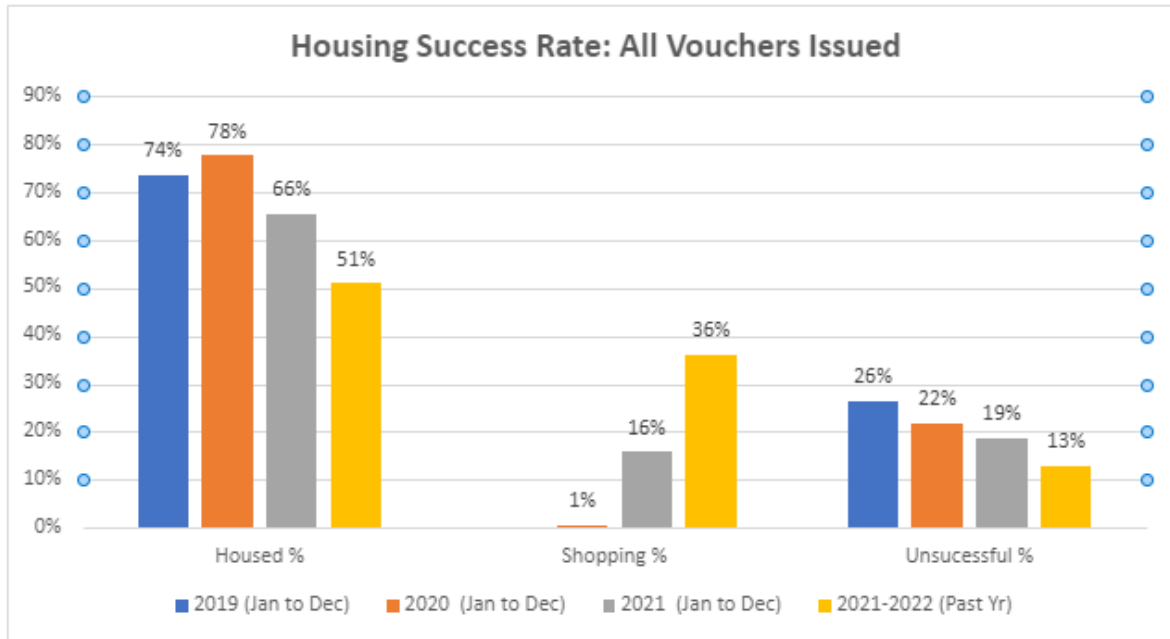
- As of June 1, 2022, there are 269 total clients shopping (new shoppers & movers).

Number of Active Shoppers as of June 1, 2022



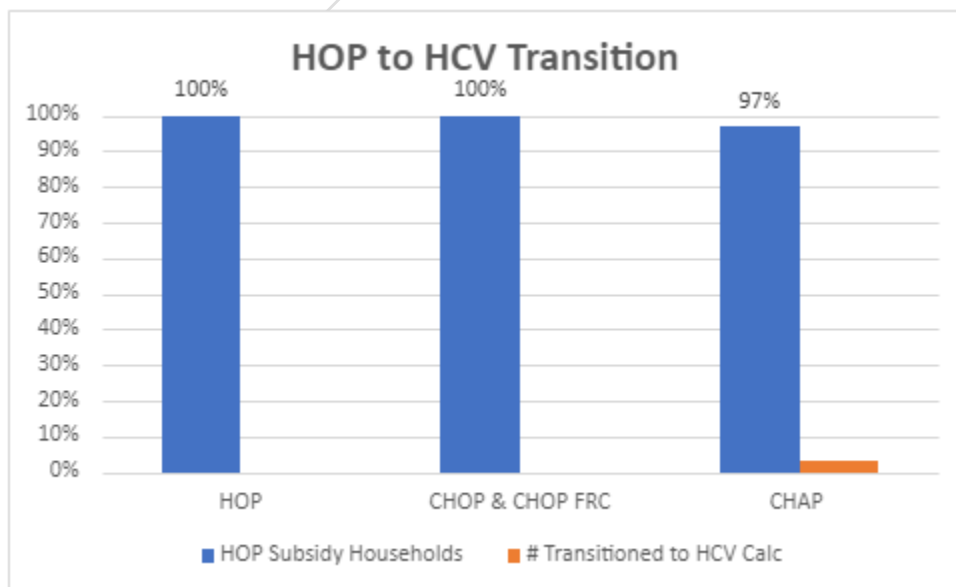
- Over the past year (June 1, 2021 – May 31, 2022), 669 vouchers were issued and 252 were to new families.

- The overall housing success rate is 51% and 49% for new families (this excludes current shoppers). The average number of shopping days for those who secured housing this year is 85 days.



3.5 HOP to HCV Transition

Over the next year we'll provide periodic updates to the Board on our HOP to HCV transition progress. This month, we transitioned all our HOP shoppers to HCV and we started to transition new admissions to HCV. The transition numbers will ramp up in September and October when we begin transitioning households as they recertify their income.





TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: June 22, 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

I would like to begin this report by thanking my very dedicated staff who continue to work diligently at this very hard work that we do! They always show up in an awesome way and this month was no exception. Thank you to my team for being the best part of THA!

The PM team was busy this month with planning for the rent collection process, staff recruitment and taking a closer look at aligning strategies for how we approach the Unit Turn time, safety in our communities and staffing up. We did find time in the portfolio for some FUN activities that I will share later in this report.

3. RENT COLLECTION PLANNING

Discussions continue related to rent collection as it pertains to new guidelines from the City of Tacoma. The greater team, made up of several departments, have begun the planning for the best approach to review outstanding rents, refer accounts to repayment sources and/or offer repayments agreements. These agreements require new compliance and will command administrative monitoring and oversight to remain compliant. We will keep the Board updated on our progress/planning as it develops.

4. UNIT TURN TIME

Although our unit turn time continues to trend in the right direction for the last couple of months, we still have work to do to get back to the averages we carried pre-COVID.

In last months' Board report, I introduced you to our new Maintenance Supervisor, Michael Cox. Mike is not new to the team, having celebrated his ninth year with THA. But he is new to leading the Turn Team with a different approach. The intent of these new strategies is to yield

Turn days that align with THA's goals and expectations. Pay close attention to unit turn time over the next 90 days!

5. STAFF RECRUITMENT

The employment market is incredibly competitive right now, but I guess it has always been that way. A better assessment would be that we are not seeing as many people applying for jobs in the maintenance field as we did in 2019.

Despite the decrease in numbers, we have been fortunate in our recruitment to bring on some great people that we are really excited about and anxious to welcome them on board!

- Let me introduce Karl Ingram, our new Property Manager for Arlington. Karl comes to THA with over 20 years of Property Management experience, having worked for Recovery Centers of King County, Plymouth Housing Group, Mercy Housing and Community House Mental Health Agency. Karl also has 7 years of Tax Credit experience. Karl's experience is parallel to the need for Arlington with youth and young adults. He is familiar with managing clients with varying levels of experience in independent living. His calm demeanor makes him approachable and will serve him well as builds relationships with the YMCA staff and clients.

Karl joined our team on June 6th, and he is quickly becoming acclimated to the Arlington team of case management staff, as well as PM staff. He has jumped in; with both feet and stated that, it feels like he has always been there'. That is a great testament to finding the right fit and with the perfect skillset to get the job done! Welcome Karl!

- Let me also, introduce our new Facilities Manager, Jaime Gomez- Beltran. Jaime will be coming on board in June, so I will save his bio for the next report. I will let it suffice to say that we are MORE THAN EXCITED to welcome him to THA! Welcome Jaime!

6. ACTIVITY AROUND THE PORTFOLIO

The portfolio staff have been working hard on entertainment and information. Here are a few of the activities and meetings in the month of May:

- The Association hosted its Town Hall on May 16th. Among the attendees was Deputy Mayor Katherine Ushka. Deputy Mayor Ushka fielded questions from the audience on crime in Tacoma and Street Takeovers. She informed the audience that a task force has been formed to respond to the takeovers and that unfortunately, it has become the 'in thing'. Safety for the observers and passersby is the priority.

Community Liaison Officer (CLO) Steven Butts joined the Deputy Mayor in this discussion. Both provided information for a very robust conversation that left attendees feeling as though their concerns were heard and relevant.

- The Salishan Community Yard Sale took place on May 27th. This annual sale was reported to have been well-attended and drew the interest of over 130 individuals on the Salishan Facebook page alone (see flyer included).
- The Tacoma Jack and Jill foundation dedicated a new resource to the community and the Rise @ 19th in the Hilltop. Earlier this month, several partners and many of the residents celebrated a ribbon cutting ceremony for a dedication of a Little Library as new resource to the community. Teens filled the library to the top with free books for the community to experience and share. We want to thank the Tacoma Public Library, the Urban League and the Tacoma chapter of the Jack and Jill foundation for this new community resource! We look forward to partnering on future projects at other properties.
- Salishan and Bay Terrace hosted a summer recruitment job fair on May 10th and 12th, respectively. The Job Fair was provided for youth and young adults seeking summer work. We hope that both events will result in more new jobs for the summer in the community.
- The Eastside Community Center's (ECC) doors are open for business! Just a reminder that ECC hosts a weekly Teen Night for sixth – eight graders every Friday from 7- 10pm.
- And last but, not least, The Grande Cinema is scheduled to return to Salishan! Surveys went out to vote for a selection for movie night. Here are the results so far:
 1. Encanto – 42%
 2. The Bad Guys – 37%
 3. Big Hero 6 – 13%
 4. Turning Red – 8%

Encanto, which is a really fun movie by the way, looks to be out front so far! We will keep you updated on the results, just in case you want to find out why **'We don't talk about Bruno.'**

7. KEY MEASURES OVERVIEW

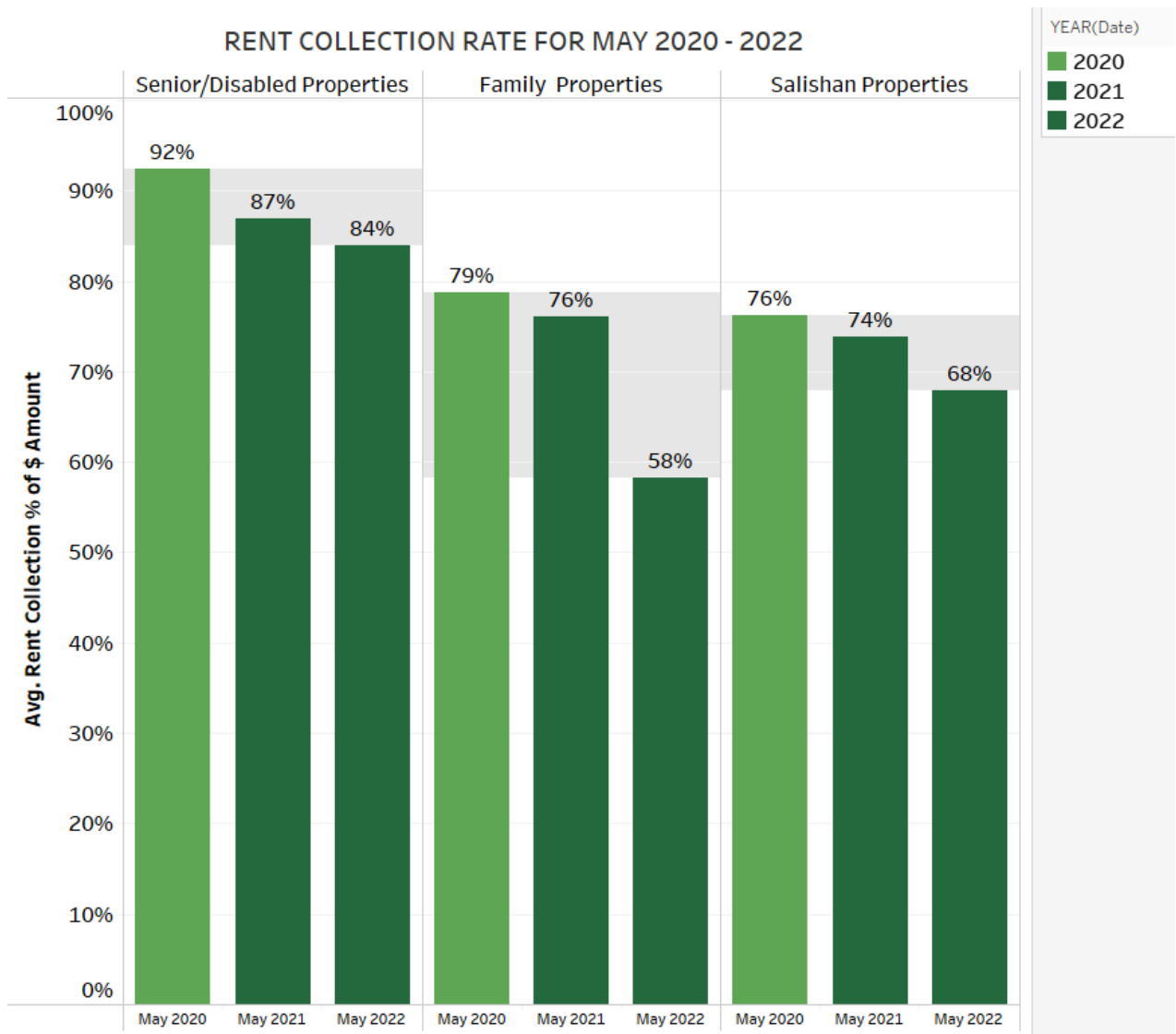
7.1. Occupancy Overview

The portfolio maintained an average occupancy rate of 98% for the month of May 2022. Unit Occupancy is reported as of the first day of the month. THA has a total of 1,416 units in its portfolio, to provide safe, affordable housing to many Tacoma residents that would otherwise be unable to afford the area's 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.

7.2. Tenant Rent Payments

The following chart shows rent collection by property type over the last three years. The Rent Collection chart provides the average percent of rent collected through the last day of each reporting month by year and property group. If a unit is vacated and occupied by a new

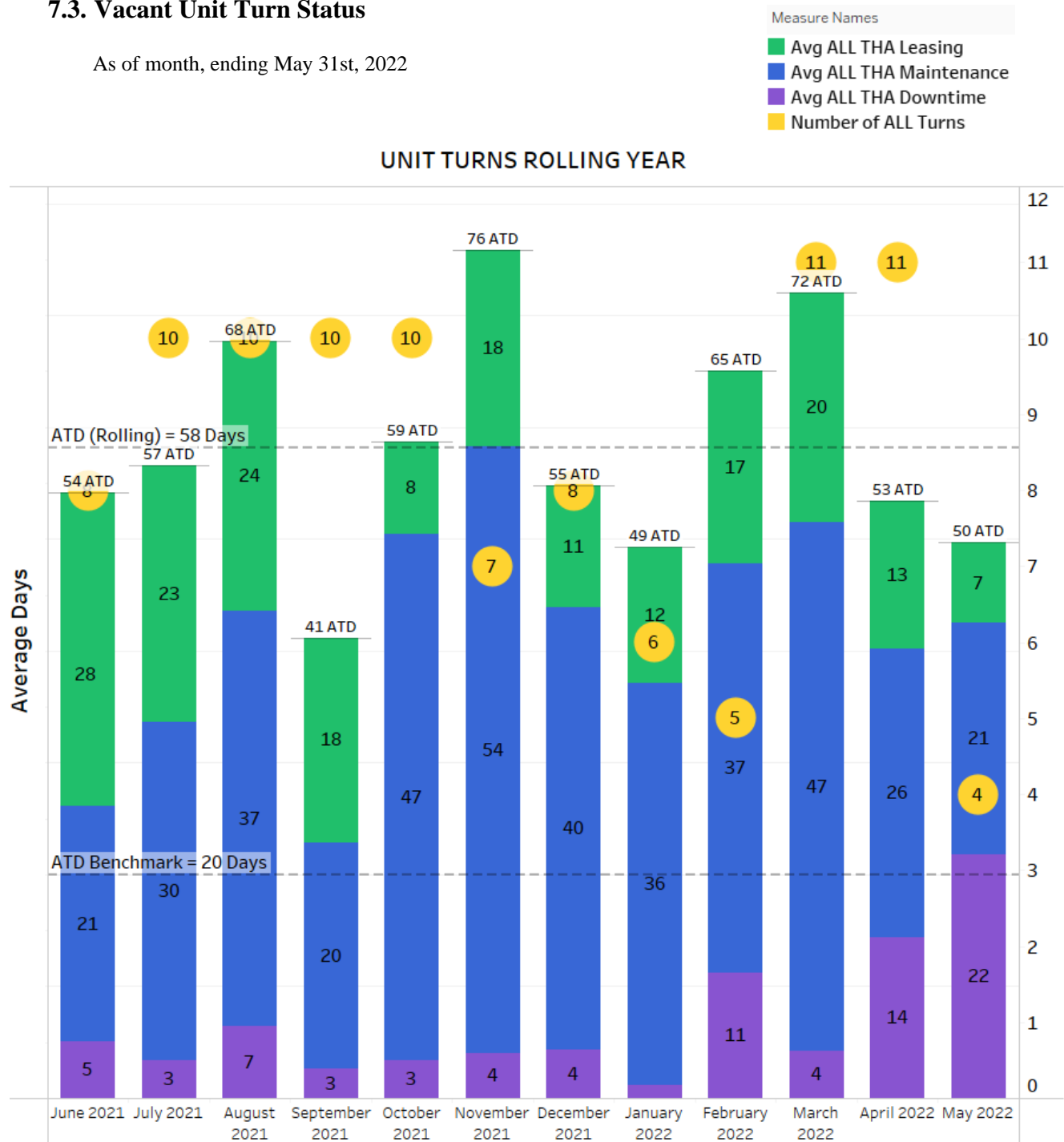
tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant) payments.



The chart above shows a 10% decrease in rent collection for the Family Properties over the last month. For reference we reported a collection of 56% for the month of January. Overall, we still see a decrease in rent collection compared to 2020. THA is working to begin this process for COVID repayment agreements and legal notices for late rent. Delaying the start has provided time for the County to catch up on rental assistance request and for more tenants to apply and receive assistance. The portal reopened this week and applications are being accepted. We anticipate receiving additional funds, having knowledge of tenants waiting for assistance. We continue to connect tenants with rental resources.

7.3. Vacant Unit Turn Status

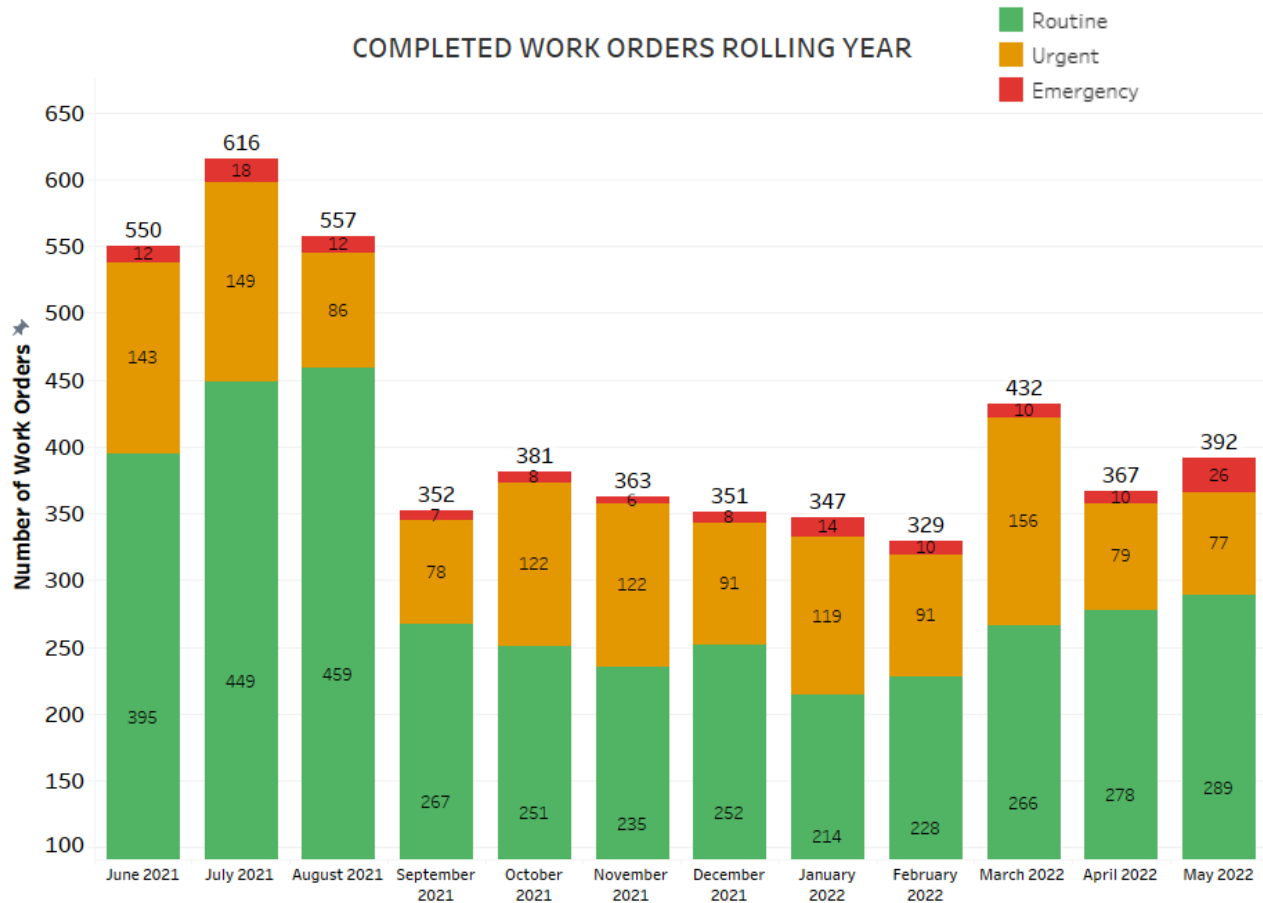
As of month, ending May 31st, 2022



This data reflects the collective efforts of the Turn and Leasing teams to meet the monthly benchmark of 20 days or less. Leasing days decreased over the last month as well as the overall turn numbers. Notwithstanding the challenges of closed offices, teleworking and social distancing, the teams worked hard to quickly house families as soon as possible. Property Management accomplished a rolling average turn day (ATD) of 58 days.

7.4. Work Orders

This chart summarizes the completed work orders by the month. In May, 100% of the emergency work orders were completed within 24 hours and all urgent work orders completed within 72 hours. We are currently addressing routine workorders, as we continue with our unit inspections.





Salishan's Community Yard Sale is BACK!

When: Friday, May 27 - Monday, May 30

Time: 10am to 4pm

Join the Community Yard Sale!

Register Your Home's Yard Sale and Get:

- **FREE** Gold balloon to mark your yard sale
- **FREE** Salishan Yard Sale maps
- **FREE** Local ads on Facebook and Craigslist

.....

Register your home's yard sale at tinyurl.com/SalishanSale
or by contacting **Debra Carson 253-503-0460**
debra.carson@managementtrust.com











TACOMA HOUSING AUTHORITY

NEW BUSINESS



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-06-22 (1)

Date: June 22, 2022
To: THA Board of Commissioners
From: Jeanne Thurston
Human Resources Director
Re: Extending the Collective Bargaining Agreement with OPEIU

This resolution would authorize the Executive Director to sign the Memorandum of Understanding (MOU) to extend the collective Bargaining Agreement (CBA) between the Tacoma Housing Authority ("THA") and the Office and Professional Employee International Union Local 8 ("OPEIU").

Background and Recommendations

In June of 2018 the Collective Bargaining Agreement (CBA) was negotiated by representatives of OPEIU and THA effective July 1, 2018. That CBA is set to expire on June 30, 2022. The negotiating teams from OPEIU and THA have not begun negotiations for the next CBA due to the recent hire of the Human Resources Director and Finance Director. THA and OPEIU propose to extend the present CBA for one year on the terms below.

Attached is a Memorandum of Understanding (MOU) showing the details of the extension. This has already been ratified by union members and signed by the OPEIU Business Manager. This Agreement will allow the continuance of salary increases which has been allowed for the past four years. In summary, it allows:

- A 5% across-the-board increase process in July 9, 2022.
- A 2% budget for the Variable Pay budget for 2022/2023.

Extending the CBA for an additional year will allow the negotiating teams to have time to bargain collaboratively without having the pressure of an expired Agreement.

Recommendation

Approve Resolution 2022-06-22 (1) authorizing THA's Executive Director to sign the MOU to extend the CBA between OPEIU and THA.



TACOMA HOUSING AUTHORITY

RESOLUTION 2022-06-22 (1) **(Approval of Extending Collective Bargaining Agreement with OPEIU)**

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

WHEREAS, The collective bargaining agreement (CBA) between the Housing Authority of the City of Tacoma (THA) and the Office and Professional Employees International Union, Local 8 (OPEIU) will expire on June 30, 2022; and

WHEREAS, OPEIU gave timely notice to THA to reopen negotiations for a new CBA; and

WHEREAS, THA and OPEIU have not have the opportunity to begin negotiations; and

WHEREAS, THA and OPEIU have reached an agreement to extend the existing CBA for one year; and

WHEREAS, OPEIU has signed the attached MOU; now, therefore, be it Resolved by the Board of Commissioners of the Housing Authority of the City of Tacoma, Washington as follows:

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

1. Extend the current Collective Bargaining Agreement with the Office and Professional Employees International Union, Local 8 through June 30, 2023.
2. Allow the continuance of salary increases for all-staff which has been allowed for the past four years.
3. In summary, allow:
 - a. A 5% across-the-board increase process in July 09, 2022.
 - b. A 2% budget for the Variable Pay budget for 2022/2023.
 - c. An employee who was hired or promoted between April 1, 2022 and May 31, 2022 will receive a general wage increase of 2.5%.
 - d. THA temporary employees are not eligible for this increase.
4. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Approved: June 22, 2022

Stanley Rumbaugh, Chair

MEMORANDUM of UNDERSTANDING

Between

Office and Professional Employees International Union, Local 8

And

Housing Authority of the City of Tacoma

Extension of Collective Bargaining Agreement

The purpose of this Memorandum of Understanding between Office and Professional Employees International Union, Local 8 (OPEIU or Union) and Housing Authority of the City of Tacoma (THA or Employer) is to memorialize an agreement to extend the terms of the expiring collective bargaining agreement (CBA) which cover the period of July 1, 2018 through June 30, 2021 (the "Agreement").

Specifically, OPEIU and THA agree as follows:

1. The terms of the Agreement will be extended by one year, with a new expiration date of June 30, 2023 (the "Extension").
2. Effective July 9, 2022, all then current, regular bargaining unit employees will be eligible for an across-the-board salary increase as listed below. The parties agree on the following terms.
 - (a) All regular employees not covered by (c), (d) and (e) will receive a 5.0% pay increase.
 - (b) An employee whose salary, with the addition of the pay increase, would reach or exceed the top of their position's Pay Grade will receive an increase to their salary that is the lesser of (i) to the top of the new range; or (ii) their eligible percentage. They will receive the difference between their eligible percentage increase and their actual percentage increase in a lump sum.
 - (c) An employee who was hired or promoted between April 1, 2022 and May 31, 2022 will receive a general wage increase of 2.5%.
 - (d) Employees hired or promoted on or after June 1, 2022 will not be eligible for a salary increase in 2022.
 - (e) THA temporary employees are not eligible for this increase.
3. In addition to the above salary increase, Employer will create a twelve (12) month Variable Pay Plan pool from July 1, 2022 through June 30, 2023. Bargaining unit employees who are employed in a regular classification are eligible for Variable Pay according to the terms of the THA Policy HR-20.35 Variable Pay Revised June 15, 2016. Employer reserves the right to distribute this pool in the forms determined by the revised THA Policy HR-20.35 Variable Pay, Revised June 15, 2016.

The funding for this Variable Pay pool will equal 2% of the OPEIU salary budgeted from July 1, 2022 through June 30, 2023. This budget will be established and approved by the Board of Commissioners and will remain the same whether positions are filled or unfilled. Employer reserves the right to decrease the size of this target pool should Employer incur a significant revenue shortfall as a result of state or federal budget restrictions.

The provisions of this MOU shall be effective June 23, 2022.

This MOU supersedes any inconsistent language in the parties' CBA and any prior MOU regarding the subject matter of this MOU.

**OFFICE AND PROFESSIONAL
EMPLOYEES INTERNATIONAL
UNION LOCAL 8**

By: 

Print Name: Valarie Peaphon

Print Title: Union Representative

Date: June 14, 2022

**HOUSING AUTHORITY FOR THE
CITY OF TACOMA**

By: _____

Print Name: _____

Print Title: _____

Date: _____