



TACOMA HOUSING AUTHORITY GOALS

LONG-TERM GOALS & OBJECTIVES

In addition to our mission to provide high-quality housing and supportive services to people with low incomes, with a focus on those facing the greatest marginalization. As we look toward the next several years, we will set goals, metrics, and strategies to support the four goals:

INCREASE THE AMOUNT OF AVAILABLE HOUSING FOR LOW-INCOME FAMILIES

In the next 5 years:

- Add at least 500 new units of affordable housing through development or partnerships.
- Purchase at least 200 housing units that can be prioritized for voucher holders.
- Rehabilitate and or refinance at least 100 units of existing housing to improve quality of life for tenants and long-term viability of the property.

In the next year, develop a process or program for THA customers to purchase homes.

INCREASE HOUSING ACCESS & STABILITY

- Maintain a 98% occupancy rate or higher in THA's portfolio.
- Maintain THA's MTW requirement to serve substantially the same number of customers.
- In the next year, decrease the number of households on THA programs paying more than 40% of their income for housing.
- In the next 2 years, increase the percent of households able to secure housing with a voucher from 55% to 60%.
- Within 3 years, develop a strategy for measuring customer (housing recipients, landlords, vendors, etc.) satisfaction and publish baseline data.

EMBED PRINCIPLES OF DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB) IN THA'S PROGRAMS, CULTURE & PRIORITIES

- In the next year, in an effort to increase accessibility and ease of doing business with THA, increase the number and percentage of THA invoices paid within 30 days from the date of invoice and work to reduce the barriers to disadvantaged business enterprises.
- In the next year, review where and how to set goals related to the use of Universal Design.
- In the next 2 years, increase the percentage (by number and dollars) of minority and women-owned businesses receiving contracts or direct purchase requisitions with THA and/or on projects paid for with THA funds.
- In the next 3 years, review THA policies and practices related to housing, procurement, and employment and revise them to make them more equitable.

MAKE THA A GREAT PLACE TO WORK

- In the next year, increase THA retention from 79% to 85%.
- In the next year, increase the number and hours worked of THA residents and low-income Tacomans hired into THA jobs and THA-funded work.
- In the next year, increase the number and percentage of THA staff earning a housing wage.
- Within two years, develop a strategy for measuring staff satisfaction and publish baseline data.

SHORT-TERM GOALS & OBJECTIVES

In 2023, THA will continue to respond to the community's needs while leveraging MTW flexibility to:

INCREASE THE AMOUNT OF AVAILABLE HOUSING FOR LOW-INCOME FAMILIES

We will focus efforts on projects that are financially feasible and/or can be accomplished with partners.

THA will focus on acquiring housing units to add to THA's portfolio.

THA will explore ways it can use MTW flexibility to make homeownership options available to its customers.

INCREASE HOUSING ACCESS & STABILITY

Transitioning HOP households to the traditional HCV voucher helps deepen affordability for households whose rents would have been unaffordable if their incomes decreased.

THA has established a regular schedule for analysis to ensure THA's payment standards are keeping pace with the market, enabling households to secure housing.

THA is aligning with existing systems of care, housing, and education partners to have a larger impact among THA residents and those most likely to face a housing crisis.

THA will continue the redesign of the Family Self-Sufficiency (FSS) program and continue to support families with children in middle school and/or high school through the recently implemented Two Generational Program (2Gen).

THA is creating a comprehensive data system that connects the organization and better manages data, enabling us to make data-driven decisions and continually improve operations and programs.

EMBED PRINCIPLES OF DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB) IN THA'S PROGRAMS, CULTURE & PRIORITIES

THA will begin collecting data on the number of disadvantaged business enterprise, including minority and women-owned businesses, Section 3 businesses, and veterans-owned businesses receiving contracts with THA and/or on projects paid for with THA funds. We will also try to attract more of those businesses.

THA will review THA policies and practices related to housing programs and services, procurement, and employment; revise them to make them more equitable; and establish a consistent review cycle thereafter.

THA will raise awareness and increase understanding of the foundational definitions and principles of diversity, equity, inclusion, and belonging for THA staff, leadership, and Board of Commissioners realize better communication and provision of housing and support services.

THA will develop an inclusive governance and collaboration structure to establish and move forward THA's strategies and priorities; establish regular review cycles to ensure THA's decision-making structures are audited through a DEIB lens.

MAKE THA A GREAT PLACE TO WORK

THA will focus on equitable hiring, improving retention and increasing the number of customers and low-income Tacoma residents hired by THA and its partners.

There will be a greater percentage of THA staff being paid housing wage—the hourly wage needed to afford a two-bedroom unit in Tacoma. As of the writing of this report, a 2-bedroom apartment in Tacoma required a full-time wage of \$32 per hour.