



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**FEBRUARY 22, 2023**



**Tacoma  
Housing  
Authority**

**Executive Director**  
April Black

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

# REGULAR MEETING

BOARD OF COMMISSIONERS

**FEBRUARY 22, 2023**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, February 22, 2023, at 4:45 PM via Zoom and at 902 S L Street, Tacoma, WA 98405.**

<https://us02web.zoom.us/j/85825280485> | **Meeting ID:** 858 2528 0485 | **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 5 days prior to meeting, I faxed / EMAILED the preceding PUBLIC MEETING NOTICE before:

<b>City of Tacoma</b>	747 Market Street, Room 800 Tacoma, WA 98402	<a href="mailto:CityClerk@cityoftacoma.com">CityClerk@cityoftacoma.com</a>
<b>Northwest Justice Project</b>	715 Tacoma Avenue South Tacoma, WA 98402	
<b>KCPQ-TV/Channel 13</b>	1813 Westlake Avenue North Seattle, WA 98109	<a href="mailto:tips@q13fox.com">tips@q13fox.com</a>
<b>KSTW-TV/CW 11</b>	1715 East Madison Street Seattle, WA 98122	<a href="mailto:cw11@kstwtv.com">cw11@kstwtv.com</a>
<b>KNKX</b>	930 Broadway Tacoma, WA 98402	<a href="mailto:info@knkx.org">info@knkx.org</a>
<b>Tacoma News Tribune</b>	2602 S. 38th Street, Suite A PMB3 Tacoma, WA 98409	<a href="mailto:newstips@thenewstribune.com">newstips@thenewstribune.com</a>

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

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**Sha Peterson**  
**Executive Initiatives Officer**

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902 SOUTH L STREET, SUITE 2A | TACOMA, WASHINGTON 98405-4037

Phone 253-207-4400 | Fax 253-207-4440 | [www.tacomahousing.org](http://www.tacomahousing.org)



# AGENDA

## TACOMA HOUSING AUTHORITY REGULAR BOARD OF COMMISSIONERS MEETING FEBRUARY 22, 2023, 4:45 PM

902 South L Street, Tacoma, WA 98405, 2nd Floor Conference Room

ZOOM: <https://us02web.zoom.us/j/85825280485> / MEETING ID: 858 2528 0485

DIAL: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
  - 3.1. Minutes of January 25, 2023—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. **PRESENTATION: RESIDENT HIRING**
7. **AGENCY MONTHLY REPORT**
8. **FINANCE REPORT**
  - 8.1. Ratifying Cash Disbursement for January 2023
9. **NEW BUSINESS**
  - 9.1 2023-02-22 (1) Contract Amendment to Increase Project Based Vouchers at Olympus Hotel
  - 9.2 2023-02-22 (2) Contract Amendment to Increase Project Based Voucher at Harborview Manor
  - 9.3 2023-02-22 (3) Approval of Revision to THA's Administrative Plan: Local Preferences
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



**TACOMA HOUSING AUTHORITY**

**MINUTES**



# BOARD OF COMMISSIONERS MEETING MINUTES

## REGULAR SESSION

WEDNESDAY, JANUARY 25, 2023

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L Street, Tacoma, WA 98405 at 4:45 PM on Wednesday, January 25, 2023.

### 1. CALL TO ORDER

Vice Chair Hodge called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:50 pm.

### 2. ROLL CALL

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

PRESENT	ABSENT
COMMISSIONERS	
	Chair Shennetta Smith
Vice Chair Dr. Minh-Anh Hodge	
Commissioner Stanley Rumbaugh (Arrived late at 4:49 pm)	
Commissioner Derek Young	
Commissioner Pastor Michael Purter	
STAFF	
April Black, Executive Director	
Sha Peterson, Executive Initiatives Officer	
	Julie LaRocque, Interim Deputy Executive Director
Richard Deitz, Finance Director	
Sharrall Madden, Human Resources Director	
Aley Thompson, Interim Rental Assistance Director	
Marquis Jenkins, Property Management Director	
Cacey Hanauer, Client Support and Empowerment Director	
Sandy Burgess, Asset Management and Real Estate Development Director	
William Morse, Director/CIO	
Adam Ydstie, Policy, Innovation, and Evaluation Director	

Vice Chair Hodge declared there was a quorum present at 4:51 pm and proceeded.

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

Vice Chair Hodge asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, November 9, 2023. Commissioner Rumbaugh moved to adopt the minutes. Commissioner Young seconded.

Upon roll call, the vote was as follows:

<b>AYES:</b>	4
<b>NAYS:</b>	None
<b>Abstain:</b>	None
<b>Absent:</b>	1

**Motion approved.**

Vice Chair Hodge asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, December 14, 2023. Commissioner Young moved to adopt the minutes. Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

<b>AYES:</b>	4
<b>NAYS:</b>	None
<b>Abstain:</b>	None
<b>Absent:</b>	1

**Motion approved.**

### 4. GUEST COMMENTS

None.

### 5. COMMITTEE REPORTS

#### REAL ESTATE DEVELOPMENT COMMITTEE—COMMISSIONER RUMBAUGH, COMMISSIONER YOUNG

The committee did not meet last month. According to Commissioner Rumbaugh the Housing Hilltop groundbreaking celebration had a great turn out.

#### FINANCE AND AUDIT COMMITTEE—VICE CHAIR HODGE AND COMMISSIONER YOUNG

The committee did not meet last month.

## EDUCATION, HOUSING SERVICES AND PARTNERSHIPS COMMITTEE—CHAIR SMITH, VICE CHAIR HODGE

The committee did not meet last month.

## COMMUNITY PARTNERSHIPS AND ADVOCACY COMMITTEE—CHAIR SMITH, COMMISSIONER PURTER

The committee met but it turned out to be a moment of comfort from the recent shooting and killing at Salishan. The committee will reschedule the meeting.

## DIVERSITY, EQUITY, INCLUSION AND BELONGING COMMITTEE—CHAIR SMITH, VICE CHAIR HODGE

The committee met and heard a brief report by the DEIB committee. Commissioner Hodge is happy to hear the committee extended their membership to 15 people. The group meets once a month for 3 hours. Commissioner Hodge suggested allowing the committee to meet after working hours and offer a stipend or pay people who want to join the committee.

## 6. JANUARY FOCUS: HUMAN RESOURCES REPORT ON THA STAFFING AND METRICS

Director Sharrall Madden presented the Human Resources (HR) report on staffing and metrics. She started with their area of focus for 2023:

- OPEIU and Trades union contract negotiations
- Increase pay transparency
- Create a new performance evaluation system
- Review and update all HR policies
- Increase employee engagement

Commissioner Rumbaugh inquired about pay transparency and asked if she was referring to new employees. Director Madden responded that THA needs to clearly define its metrics. She continued with the demographics review, tenure review, and turnover review. Commissioner Rumbaugh asked if there is an evaluation in place to compare salary to see where THA is currently. Director Madden stated that THA is doing a compensation study. Vice Chair Hodge asked if HR provides a packet when recruiting with compensation range and benefits. According to Director Madden, people ask for different information. Commissioner Rumbaugh added that 25% turnover last year is unacceptable and asked if THA was tracking the turnover against the vaccine mandate. Director Madden responded that the first reason for the turnover is new job, and vaccine was one of the top three reasons people left in 2022. Commissioner Young liked the data provided but noted that some had percentages and numbers and others didn't. He would have liked to see numbers on all. Commissioner Purter asked for the estimated cost of the survey. Director Madden responded that the contract is for \$32k. HR does have a copy of the Lindsay Group assessment and will consider some of the recommendations provided. Commissioner Purter added that a portion of the reason for the turnover is management. Director Madden clarified that it is partly due to

performance expectations. Commissioner Purter asked if HR will be participating in job fairs to recruit and fill vacancies and a projected date to look at what has been accomplished from today. Director Madden responded, yes and added that retention strategy is a long-term metric. This will be years to come by but she is hoping to see some changes by the end of the year. Executive Director (ED) Black added that THA will look at data every January and will provide concrete data on monthly focuses.

## 7. AGENCY MONTHLY REPORT

ED Black started by thanking Vice Chair Hodge for her master ceremony at the Housing Hilltop groundbreaking celebration. It was a huge success. Intergovernmental Affairs Manager, Nicholas Carr and Sr. Office Assistant, Stacey Lopez did a great job. It took everybody to arrange a celebration outside. She also thanked Commissioner Purter for attending the celebration as well.

The event followed a sad event. A young man was killed at Salishan in the past week and staff have been providing community support and information about the memorial. Staff have been listening to the community for what they need and are working with the Salishan Association. The Safety Committee and IT will get an automatic function for the front doors at Salishan. Staff will also be providing quarterly meetings to hear from the community and make programming changes based on what they are hearing.

Housing and Urban Development (HUD) is visiting THA tomorrow. HUD Regional Director, Margaret Salazar will focus on Emergency Housing Voucher program challenges; THA's ability to project based; do a walking tour of Housing Hilltop and Hilltop Lofts; and a brief driving tour of part of THA's portfolio.

## 8. FINANCE REPORT

### FINANCE

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

### 7.1 RATIFYING CASH DISBURSEMENT FOR DECEMBER 2022

Commissioner Young moved to ratify the payment of cash disbursements totaling \$9,159,410 for the month of December 2022. Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

<b>AYES:</b>	4
<b>NAYS:</b>	X
<b>Abstain:</b>	X
<b>Absent:</b>	1

**Motion approved.**

## 9. NEW BUSINESS



8.1 2023-01-25 (1) PIERCE COUNTY CONTRACT FOR RAPID REHOUSING PROGRAMS

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

**WHEREAS**, THA has been investing in the Pierce County Rapid Rehousing system and homeless housing programs since 2013; and

**WHEREAS**, A new contract must be executed to serve families and young adults in 2023; and

**WHEREAS**, The contract will be in effect through 2024; 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 negotiate, and if those negotiations are successful, and to sign a new Pierce County Human Services contract for up to \$1.1 million for housing for families and young adults experiencing homelessness.

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

**AYES:** 4  
**NAYS:** X  
**Abstain:** X  
**Absent:** 1

**Motion approved:** January 25, 2023

\_\_\_\_\_  
**Shennetta Smith, Chair**

8.2 2023-01-25 (2) APPROVAL OF PROPERTY BASED SUBSIDY CONTRACT AMENDMENT—CROSSPOINTE APARTMENTS

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

**WHEREAS**, Tacoma Housing Authority (THA) has held a competitive process for Property Based Subsidies and Project Based Vouchers; and

**WHEREAS**, CWD Investments I LLC and JGD Investments I, LLC. was the highest scoring respondent; and

**WHEREAS**, THA has been providing Property Based Subsidy housing assistance payments for 19 units at Crosspointe Apartments since 2019; and

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

**WHEREAS**, adding up to nineteen (19) units to this Contract will make more units affordable to low-income Tacomans; 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 negotiate, and if those negotiations are successful, to execute an amendment to the Crosspointe Apartments Property Based Subsidy contract to add up to nineteen (19) units.

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

**AYES:** 4  
**NAYS:** X  
**Abstain:** X  
**Absent:** 1

**Motion approved:** January 25, 2023

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**Shennetta Smith, Chair**

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8.3 2023-01-25 (3) APPROVAL OF KOREAN WOMEN'S ASSOCIATION—PROJECT  
BASED HUD-VASH VOUCHERS

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

**WHEREAS**, KWA's 15<sup>th</sup> & Tacoma project will provide 86 units of affordable housing; and

**WHEREAS**, KWA's 15<sup>th</sup> & Tacoma project will house very-low-income and extremely low-income households in our community; and

**WHEREAS**, THA has underutilized HUD-VASH vouchers available; and

**WHEREAS**, THA is committed to providing housing for homeless veterans in our community; and

**WHEREAS**, THA and the Department of Veterans Affairs Puget Sound Health Care System (American Lake Division) agree that these HUD-VASH vouchers will provide an additional housing option for many homeless veterans in our community; now, therefore, be it

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

THA's Executive Director is authorized to execute an Agreement to enter into a Housing Assistance Payment (AHAP) contract with Korean Women's Association (KWA) for its 15<sup>th</sup> & Tacoma project.

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

**AYES:** 4  
**NAYS:** X  
**Abstain:** x  
**Absent:** 1

**Motion approved:** January 25, 2023

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**Shennetta Smith, Chair**

8.4 2023-01-25 (4) KOREAN WOMEN'S ASSOCIATION 15<sup>TH</sup> & TACOMA SENIOR  
HOUSING—CONVERSION OF HUD-VASH VOUCHERS TO  
PROJECT BASED VASH VOUCHERS

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

**WHEREAS**, KWA's 15<sup>th</sup> & Tacoma project will provide 86 units of affordable housing; and

**WHEREAS**, KWA's 15<sup>th</sup> & Tacoma project will house very-low-income and extremely low-income households in our community; and

**WHEREAS**, THA has underutilized HUD-VASH vouchers available; and

**WHEREAS**, THA is committed to providing housing for homeless veterans in our community; and

**WHEREAS**, THA and the Department of Veterans Affairs Puget Sound Health Care System (American Lake Division) agree that the conversion of these HUD-VASH vouchers will provide an additional housing option for many homeless veterans in our community; 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 approve the conversion of fifteen (15) HUD-VASH vouchers to Project-Based VASH vouchers at KWA's new 15<sup>th</sup> & Tacoma development.

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

AYES: 4  
NAYS: X  
Abstain: X  
Absent: 1

Motion approved: January 25, 2023

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Shennetta Smith, Chair

8.5 2023-01-25 (5) AUTHORIZED SIGNERS FOR FINANCIAL INSTITUTION ACCOUNTS

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

**WHEREAS**, The prior Director of Finance left Tacoma Housing Authority in November 2022, and a replacement was named in December 2022. With this staffing change, THA needs a resolution changing the authorized signatures for its accounts at its various financial institutions; and

**WHEREAS**, This resolution does that and replaces Resolution 2022-09-28 (2), which had authorized previous officers as signers; and

**WHEREAS**, The Board of Commissioners needs to formally authorize the financial institutions and the authorized signers on the accounts; now, therefore, be it

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

The funds of THA are hereby authorized by the laws of the State of Washington and the regulations of the Department of Housing and Urban Development to be utilized, held, and invested and that said funds may be deposited with any or all of the following institutions:

BANK OF AMERICA  
BANNER BANK  
HERITAGE BANK  
KEY BANK  
J.P. MORGAN CHASE BANK  
U.S. BANK  
THE BANK OF NEW YORK MELLON TRUST CO.  
WASHINGTON STATE INVESTMENT POOL

Or such other institutions as may be found to provide the highest interest rate and/or are beneficial to THA's operational goals.

***Be it further resolved*** that any of the below designated individuals are authorized to enter into any and all transactions relating to the above-mentioned institutions as they exist now or may be created in the future upon signature of any two (2) of the following designated individuals:

Shennetta Smith	Chair _____
Dr. Minh-Anh Hodge	Vice Chair _____
April Black	Executive Director _____
Richard Deitz	Director of Finance _____
Duane Strom	Comptroller _____

***Be it further resolved*** that this resolution replaces any and all previous resolutions designating authorized financial institutions.

***Be it further resolved*** that the authorized signers acknowledge and accept Heritage Bank's policy of accepting any check with one authorized signature.

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

**AYES:** 4  
**NAYS:** X  
**Abstain:** X  
**Absent:** 1

**Motion approved:** January 25, 2023

\_\_\_\_\_  
**Shennetta Smith, Chair**

**8.6 2023-01-25 (6) RECOMMENDED COVID-19 VACCINATION POLICY**

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

**WHEREAS**, the pandemic is no longer considered a state of emergency. The agency now wants to change its approach to strongly encourage the COVID-19 vaccine(s); and

**WHEREAS**, the policy and accompanying documents have been shared with both unions who support the Recommended Vaccination Policy; now, therefore, be it

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

Authorize THA's Executive Director to sunset the Mandatory COVID-19 Vaccination Policy and implement the Recommended COVID-19 Vaccination Policy.

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

**AYES:** 4  
**NAYS:** X  
**Abstain:** X  
**Absent:** 1

**Motion approved:** January 25, 2023

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**Shennetta Smith, Chair**

## 10. COMMENTS FROM COMMISSIONERS

Commissioner Rumbaugh stated that it was nice to see the cranes in the air at Housing Hilltop. Vice Chair Hodge thanked ED Black and staff for the magnificent event last Friday. It was great to see people coming out and the weather was nice. A lot of work went behind the scenes. Commissioner Purter thanked Vice Chair Hodge for doing an amazing job at the event and thanked staff for moving everything forward.

## 11. ADJOURNMENT

There being no further business to conduct, the meeting ended at 5:48 pm.

**APPROVED AS CORRECT**

**Adopted:** February 22, 2023

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**Shennetta Smith, Chair**



**Tacoma  
Housing  
Authority**

**Executive Director**  
April Black

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

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**Real Estate Development Committee**

Commissioner Stanley Rumbaugh  
Commissioner Derek Young  
April Black  
Sandy Burgess  
Richard Deitz  
Julie LaRocque

**Finance and Audit Committee**

Commissioner Derek Young  
Vice Chair Minh-Anh Hodge  
April Black  
Jorge Perez  
Duane Strom  
Julie LaRocque

**Community Partnerships and Advocacy Committee**

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

**Education, Housing, Services and Partnerships Committee**

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

**Diversity, Equity, Inclusion and Belonging Committee**

Chair Shennetta Smith  
Vice Chair Minh-Anh Hodge  
Cacey Hanauer  
Sharrall Madden  
Marquis Jenkins  
Katie Escudero  
Jess Thompson  
Aley Thompson  
Julie LaRocque



**TACOMA HOUSING AUTHORITY**

**PRESENTATION**  
Resident Hiring





# Resident Hiring and Section 3



Report to THA Board of Commissioners  
February 22, 2023



# Section 3 as Defined By HUD

Section 3 is a provision of the Housing and Urban Development Act of 1968. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State, and local laws and regulations, be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low- and very low-income persons.

## Section 3 Implications for THA

- Section 3 requirements will only be triggered when we use Public Housing Financial Assistance (in public housing mixed finance, or RAD predevelopment/pre-conversion) or Housing and Community Development Financial assistance.
- **We only use these funding sources for building, rehabilitation and demolition projects, so per HUD those are the only times and types of jobs that will be impacted when Section 3 requirements are triggered.**



# Section 3 Is Triggered for Housing Hilltop

At current, the only project THA is working on that triggers Section 3 is Housing Hilltop.

Walsh Construction is aware of these rules and is working closely with THA staff to ensure they are making best efforts to recruit and retain Section 3 employees.

Section 3 goals set by HUD include best efforts to reach 25% of all labor hours must be met by a Section 3 worker; and 5% of all labor hours must be performed by Targeted Section 3 workers

**For the month of January, Walsh reported 17% of total hours worked on HHT to be filled by section 3 workers.** Walsh has made impressive outreach and engagement efforts and expects to reach the 25% goal soon.

# Information about Jobs at Housing Hilltop Job Site

## Construction Trades Event for Employment Opportunities



### WORK NEEDED

Masonry  
Wood Framing  
Carpentry  
Roofing  
Insulation  
Painting  
Landscaping & Irrigation  
Flooring  
And more!



Trish Mozo:tmozo@tacomahousing.org

### What to Expect?

Learn more about the various positions available

What a day on the job looks like

Proper Personal Protective Equipment

Representatives from the Job Site will be there to answer your questions

Complete a WALSH Construction application!

### Where:

**Bay Terrace Community Room**

**2550 S. G St**

**Look for the SIGNS!**

### When:

**February 2nd 5-6pm**

Register **HERE!**

**WE'RE LOOKING FOR WORKERS AND MINORITY-OWNED BUSINESSES INTERESTED IN WORKING ON MULTIPLE PROJECTS IN THE HILLTOP!**



# Section 3 And Resident Hiring (or Hiring Very Low-income Folks) Are *Different*

- Section 3 is a narrow HUD rule, triggered by limited funding sources, and requires robust complicated reporting.
- THA is committed to have a *bigger impact* than Section 3 alone would require. We are focusing on hiring and retaining staff who have experience living with housing subsidy or living in poverty. **Those experiences help us become a more robust and equitable organization and will provide living wage jobs to folks in our community**



# Resident Hiring Roles at THA (separate from Section 3)

## Agency

- Establish baseline data about current THA staff who have relevant lived experience (*i.e.* have received housing subsidy and/or lived as very/extremely low income households)
- Set agency goals related to how many/what percentage of new hires should be residents or voucher holders and/or very low income
- Prioritize the lived experience of residents and voucher holders
- Adjust contracting language and preferences to prioritize jobs for low income Tacomans and THA residents

## Client Support & Empowerment

- Support client employment goals
- Provide resources and training to residents and voucher holders
- Mobilize and support employers to hire THA residents into living/thriving wage jobs

## Human Resources

- Target hiring Outreach to THA residents and very low income Tacomans
- Arrange for application support and training programs to ensure folks have access to getting necessary credentials
- Provide targeted resources to hiring managers
- Track data and provide feedback/updates
- Support efforts to ensure that lived experience counts as relevant experience when and where possible

# Our Opportunities

1

Increase Section 3 labor hours for **applicable funding sources** for which we're required to report to HUD

2

Increase THA focus on hiring very low and extremely low-income folks and THA residents & increasing workforce development efforts

3

Increase the number of THA contracts with Minority and Women owned Business Enterprises (to include all protected classes) and low-income business owners; and embed language about hiring within those contracts



# Next Steps



Establish baseline data of current staff



Establish agency hiring and retention goals



Utilize internal committee to:

Develop strategies to meet section 3 goals

Develop strategies to meet hiring/retention goals

Adjusting contracting language to meet agency goals



**TACOMA HOUSING AUTHORITY**

## **AGENCY MONTHLY REPORT**



# TACOMA HOUSING AUTHORITY

**To:** THA Board of Commissioners  
**From:** April Black, Executive Director  
**Date:** January 25, 2023  
**Re:** Agency Monthly Report

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## THA's 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.

On the following pages you will find our agency highlights for the month of January. The agency updates are categorized as they relate to our long-term goals:

- Increase the amount of available housing for low-income families
- Increase housing access and stability
- Embed principles of diversity, equity, inclusion and belonging (DEIB) in THA's program, culture, and priorities
- Make THA a great place to work

Every person at THA contributes to our work and is integral to fulfilling our mission. This report represents just a small percentage of the work our team does in service to our community.

Aside from our updates about progress on our long-term goals, we have a couple sustainability-related highlights this month:

A partnership with Tacoma Public Utility (TPU) was established to fund through a grant program the installation of an Electric Vehicle (EV) charging unit at Salishan. THA's goal is to augment the number of EV stations and accessibility to our residents by fostering the relationship with TPU and building new ones with other public agencies.

THA recycled 101,000 pounds of scrap metal from 2019 to date. This was an opportunity to divert scrap metal from the local landfills to local recycling centers. Moreover, this effort reduced THA's operational footprint by 50.2 tons of carbon dioxide (CO<sub>2</sub>) equating to 125,351 miles driven by a gasoline-powered vehicle, 5,682 gallons of gasoline consumed, 117 barrels of oil consumed, and 6,142,954 number of smartphones charged.

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## INCREASE THE AMOUNT OF AFFORDABLE HOUSING FOR LOW INCOME FAMILIES

BY 2028, ADD AT LEAST 500 NEW UNITS OF AFFORDABLE HOUSING THROUGH DEVELOPMENT OR PARTNERSHIP

### UPDATES

#### *Housing Hilltop*

Construction on Housing Hilltop is proceeding well. The contractor is pouring footings and walls for the south building now and into March, with the slab on grade construction scheduled for March. There will be massive excavation occurring on the north building site starting in March, with the crane for that site scheduled to be erected March 16.

### *Aviva Crossing*

Site planning for the Aviva Crossing project is continuing and we have Koz, Mercy Housing NW and Metro Parks involved in this work. We plan to submit for the binding site plan permit to the City of Tacoma in April of this year. We anticipate signing the Purchase and Sale Agreement with Koz this month. We also have a request into the state legislature for funding of the new sewer required for the development of housing on this site. We are also working with Senator Murray's office on a federal request for the same.

Both Koz and Mercy have milestones for their feasibility review built into our Purchase Agreements with them. If Koz completes their feasibility review successfully, they would start construction in Q1 of 2024. Mercy Housing NW has secured some of the financing needed for their project, and they plan to secure the final funding through a tax credit allocation in early 2024. This is the soonest this highly competitive source of funding is available. The tax credits will be the last funding needed for this deal, and Mercy Housing NW anticipate being fully funded by Spring of 2024, and starting construction by Q4 2024.

### *Hillsdale Heights*

The Bridge Meadows project at Hillsdale Heights is moving forward as well. We will be revising our MOU with Bridge Meadows to add some milestones for progress toward them leasing all or a portion of the land at Hillsdale Heights for an intergenerational housing project.

**BY 2028, PURCHASE AT LEAST 200 UNITS THAT CAN BE PRIORITIZED FOR VOUCHER HOLDERS**

We continue to search for properties to acquire, as well as build relationships with other developers interested in partnering with THA toward acquisitions and other ways of working together to bring units online that will be affordable to voucher holders.

## BY 2028, REHABILITATE AND OR REFINANCE AT LEAST 100 UNITS OF EXISTING HOUSING TO IMPROVE QUALITY OF LIFE FOR TENANT AND LONG-TERM VIABILITY OF THE PROPERTY

We are moving forward on identifying the scope and financing of rehabilitation of 316 units in the Salishan 1-3 and Hillside property. We anticipate having the financing in place by June 2024 through a resyndication of these properties and completing rehabilitation by end of 2025.

## INCREASE HOUSING ACCESS AND STABILITY

In January Hillside 1500 had its first REAC inspection since before the pandemic. The Property Manager and maintenance team worked hard to prepare the property and units for this detailed inspection. The property scored a 95 out of 100 on this inspection.

## MAINTAIN A 98% OCCUPANCY RATE OR HIGHER IN THA'S PORTFOLIO

Occupancy is currently at 95%. To address turn delays, the Maintenance team has been reorganized into zones instead of the traditional turn team. The team is also hiring 3 budgeted positions to assist in these zones, with turns and overall workflow. Vacant units continue to increase, and unit condition is more challenging than prior to the pandemic.

On the eligibility side, to increase the number of applicants processed and unit offers we are hiring 3 positions and are implementing a short-term staffing plan with support from outside the department. We also intend to open the waitlist this quarter to increase the number of eligible applicants.

In January, our Client Support and Empowerment (CSE) team was hard at work putting on several events to engage residents throughout the portfolio, including soap making classes, a chance to make valentines cards, planning drop in events for voucher holders, began our annual partnership with the Volunteer Income Tax Assistance program, and fitness and meditation classes. These events are asked for by residents and have proven to be a great way to connect them to their neighbors as well as resources and support.

The CSE team working to support residents of our mid-rise buildings have done an exceptional job this last year. In our year-end report for the city, we served 276 out of 360 total unduplicated residents of those properties, provided upwards of 228 skill building hours and more than 5,270 resource connections. Additionally, we launched two employment hubs in January, one at Bay Terrace and one at the Rise!

CSE was awarded a two-year grant from the City of Tacoma to support the Community Builder at Salishan, which shows a great deal of traction and support for this role. The grant totals

\$110,000 over two years, freeing up THA funds to support the Community Builder who will come on to support employers looking to hire THA residents.

#### MAINTAIN THA'S MTW REQUIREMENTS TO SERVE SUBSTANTIALLY THE SAME NUMBER OF CUSTOMERS

We are serving slightly over 97% of our goal. To boost the number of households served, THA is focused on issuing vouchers and staffing up in Leasing and Maintenance to address vacancies within the Portfolio. We do expect utilization to fall slightly before it increases.

Hilltop Lofts (Project Based Vouchers) is over 65% leased and the property anticipates 100% occupancy by the end of February.

Tracking the Addition of 100 Units through Project Based Voucher, Property Based Subsidy or Tenant Based Voucher Set-Asides in 2023:

- Crosspointe: 19 units will be added to the PBS contract throughout 2023
- MDC Avenue Apartments: An internal team recommended awarding Metropolitan Development Council (MDC) 14 Project Based Vouchers to serve chronically homeless youth at their Avenue Apartments property. We anticipate bringing a resolution to the Board within the next 60 days.
- The Pinnacle Apartments: Rental Assistance recently toured this nearly complete motel conversion property at 3501 Pacific Hwy E. THA signed an MOU with the VA and the property owner to set aside units for VASH voucher holders. The property will set aside 8 units for THA and 8 units for PCHA. We anticipate move-ins by April.

Rental Assistance is planning to open THA's Housing Waitlist this quarter. We will likely limit the opening to households with 1 to 6 members. Rental Assistance continues to see improvements because of the interventions implemented to increase Emergency Housing Voucher (EHV) utilization (60%). We continue to work with our partners to boost utilization for Foster Youth to Independence (FYI).

#### BY THE END OF 2024, INCREASE THE PERCENT OF HOUSEHOLDS ABLE TO SECURE HOUSING WITH A VOUCHER FROM 55% TO 60%

Rental Assistance aims to increase its voucher housing success rate by 5%. In 2023, success is defined as households who secure housing within 210 days. 64% is our baseline for our 2023 goal. This month our Housing Navigator is beginning to host monthly Housing Navigation sessions to assist vouchers using their shopping guide, THA's vacant unit listings portal and other resources.

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

We have a twelve-person leadership team that includes the Department Directors, Associate Director of Facilities, and rotating members from the DEIB Steering Committee. We are reformatting our weekly Leadership Team meetings to have a monthly focus on team building, equity, and data. We will also be visiting our properties each month to see our physical assets and hear directly from staff. This monthly focus is expected to ground the team in our purpose of:

- Develop and promote a shared vision of THA
- Make agencywide decisions that further THA's mission to provide high quality, stable and sustainable housing to people in need. Do this in ways that help THA's customers prosper and help our communities become safe, vibrant, prosperous, attractive and just.
- Make THA decisions in ways that consider the interests of THA staff, customers, and the greater community.
- Align Department-level goals and strategies to support the agencywide strategic plan.
- Embed DEIB values throughout the organization.
- Act as a unified team in leading the work of the organization.
- Create a collaborative culture of trust and open dialogue
- Gain broader understanding of the breadth of work at THA – deeper connection to the operations of the entire agency

BY THE END OF 2024, 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

Beginning this month, we have centralized our contracting process within one department in the agency. The contracting process and invoicing are directly linked and we anticipate this operational change will positively impact the experience for our vendors.



**BY THE END OF 2025, INCREASE THE PERCENTAGE (BY NUMBER AND DOLLARS) OF MINORITY AND WOMEN-OWNED BUSINESSES RECEIVING CONTRACT OR DIRECT PURCHASE REQUISITIONS WITH THA AND/OR ON PROJECTS PAID FOR WITH THA FUNDS**

We continue to seek for business opportunities and partnerships with local, small, minority and woman owned businesses. We have increased our contracting efforts by contracting four small and minority owned businesses to conduct nearly \$100,000 of work at multiple properties in the last 60 days to address safety, risk, efficiency, and amenities at multiple locations.

**BY THE END OF 2026, REVIEW THA POLICIES AND PRACTICES RELATED TO HOUSING, PROCUREMENT, AND EMPLOYMENT AND REVISE THEM TO MAKE THEM MORE EQUITABLE**

Effective February 01, 2023, our adopted COVID-19 Recommended Vaccination Policy that was distributed to all employees. While the THA mandatory vaccination policy has been rescinded effective January 31, 2023, the THA is strongly encouraging employees to continue to receive COVID-19 vaccinations to promote a safe and healthy work environment. Staff are also encouraged to consult with their medical providers with questions or concerns regarding the COVID-19 vaccine and boosters. Useful information may also be found on the Tacoma-Pierce County Department of Health and CDC websites.

**MAKE THA A GREAT PLACE TO WORK**

THA's Risk Manager in partnership with the Property Management team is working to start back annual fire drills at all midrise THA properties. Currently all 7 RENEW Tacoma midrise properties are scheduled for upcoming drills. In addition to the fire drills, the properties will also have fire safety and emergency preparedness training. These are hosted by the fire department and Tacoma emergency preparedness. The team will soon be scheduling additional midrise properties for these trainings. The teams continue to find ways to bring resources to the properties to help residents feel safe and prepared in their communities.

The Human Resources department is coordinating its first agency-wide training for this year. All employees will be required to attend Workplace Harassment Awareness training in-person. The aim of Workplace Harassment Awareness is to encourage mutual understanding, sensitivity, and respect among employees, while limiting the potential for expensive charges of discrimination or harassment. In addition, it will offer clear guidance on how to recognize and prevent harassment and explains a supervisor's responsibilities in responding promptly and appropriately.

The Human Resources Department is partnering with University of Puget Sound to offer two internship opportunities to McKenna Clark and Aiden Zalma. As part of their practicum course work, they are required to complete an internship in their field of study. This internship with the HR Department will last approximately four months. Our first intern, McKenna Clark is a senior majoring in psychology, and she enjoys reading and spending time hiking. McKenna is interested in pursuing a career in Human Resources and open to learning all the different functions of Human Resources. McKenna is very excited for this opportunity. Our second intern Aiden Zalma is a senior and set to graduate this May with a major in Psychology and a minor in Spanish. The focus of Aiden's major is Industrial/Organizational psychology and believes this opportunity will provide valuable experience. Aiden is also extremely grateful for this opportunity.

**BY THE END OF 2023, INCREASE THA RETENTION FROM 79% TO 85%**

This year THA will spend a considerable amount of time and resources training our staff. In early February, over 20 staff participated in a week-long on-site Housing Specialist training. Our Risk Manager has been leading teams in training surrounding hostile individual response procedures.

Extensive training has also been occurring to prepare for the upcoming conversion to Yardi in October of this year. Specific training for Project Based Vouchers (PBVs) is scheduled for the week of February 14 and Yardi Housing Training is scheduled for early March.

In addition, THA has been making extensive preparations to use Yardi's Aspire training tool that will provide online training for not just Yardi itself but will also meet several of THA's training needs. Using the Aspire learning management platform, the **Human Resources Department**, in collaboration with the IT Yardi team, has started creating, defining, and fine tuning the learning plans for each department. HR has led the way by completing preliminary learning plans that will help employees develop over time. In addition, **Rental Assistance** and **Property Management** have identified their Key Leads for designing and planning the training program for their team members.

An internal SharePoint site has been created as a hub for all things Yardi. Each department has a page that THA team members will be able to go to whenever they have questions on Yardi and to meet the key project leads. **Welcome to the YardiVerse!**

### BY THE END OF 2023, INCREASE THE NUMBER AND PERCENTAGE OF THA STAFF EARNING A HOUSING WAGE

The Human Resources Department is completing phase two and is beginning phase three of its compensation study. Phase two included evaluating each position against the current market rate and using local, state-wide, and national surveys published by trusted third-party survey organizations. This data was matched to the best data cut available in each survey, such as organization size, county, revenue, and industry. This process is referred to as benchmarking. Phase three will include analyzing our current pay structure and ensure it aligns with our long-term goal to offer a housing wage to all employees. Our goals for increased employee retention and employment development will also be considered.

### BY THE END OF 2024, DEVELOP A STRATEGY FOR MEASURING STAFF SATISFACTION AND PUBLISH BASELINE DATA

The Human Resources Department has initiated its first of two-employee engagement pulse survey to all employees. This survey is designed to track engagement levels, allow employees to make recommendations and demonstrate employee feedback is important.

This data will allow Human Resources to establish a baseline in employee satisfaction and recommend areas for improvement. We are partnering with a third-party vendor to keep the anonymity of employee responses and will report findings after survey completion.

### FOLLOW UP FROM PREVIOUS BOARD MEETING

The Human Resources department has collaborated with our Data Analyst to update the HR Board presentation, to include number counts on all slides. The revised presentation is attached.

### A LOOK AHEAD: MARCH BOARD FOCUS

Our March Board meeting will be focused on THA's partnerships and services.

## ADVOCACY ITEMS

THA will begin to craft our Federal Advocacy agenda for this upcoming year in the next couple weeks. Likely to be included with budget needs are tax credit allocations and bonding thresholds, MTW contract negotiations, and the Administration's new tenants bill of rights review, among other things.

### 2023 State Legislative Session

THA has been active in this year's session, both advocating for the agency's priorities and helping the Association of Washington Housing Authorities (AWHA) advocate for policies and funding that supports public housing authorities statewide. Some highlights below:

- *HB 1186/SB 5256 -DCYF Child Welfare Program (operating permanence)*

\$11.7M in newly allocated funding to facilitate programs that support \$26M in federal housing vouchers and hard units (Family Unification, Foster Youth Independence, and Emergency Housing Vouchers). These two bills were both voted out of committee and are in fiscal review, we will continue to meet with relevant legislators to press the need for these resources. THA provided virtual testimony on behalf of AWAHA for HB 1186.

- *Aviva Crossing Capital Budget Appropriation Request*

Submitted on time and with two strong prime sponsors (Rep. Fey, Sen. Trudeau), and Rep. Leavitt as a co-sponsor and advocate. The request is for \$2.2M to complete sanitary sewer infrastructure needs at James Center North. Capital Budget Chair Rep. Steve Tharinger has been notified and given detailed info on the request, highlighting the extensive new units expected on site, as well as the robust partnerships formed as the project moves ahead.

- *Flexible Acquisition Pilot*

The redesign of the HTF acquisition programming is meant to expand, create flexibility, and expediate affordable housing acquisition targets, removing newly acquired residential properties from the speculative real estate market for the purposes of maintaining or constructing affordable housing for low, very, and extremely low-income individuals and families. Likely to be an off-session workplan with Commerce and Sen. Trudeau.

- *HB 1046 -Expanding housing supply by authorizing public housing authorities to finance certain affordable housing developments*

This was run by KCHA and would make financing non-subsidized housing acquisitions easier for housing authorities by increasing the area median income limits on a public housing authority financed low-income housing development to 80 percent. This bill passed out of the House on 1/25 with a unanimous vote and is scheduled for executive session in the Senate on Feb 10.

- *HB 1110 -Middle Housing (elimination of single-family only zoning)*

This bill increases middle housing up to six units per lot near major transit stops through zoning changes. The bill applies to all cities over 6,000 population and all cities within a continuous urban growth area with a city over 200,000 in population (though it was amended slightly in committee). This bill passed out of executive session in the House on 2/7.

- *HB 1111 -Housing Benefit Districts*

Establishes a housing benefit district pilot program to allow land acquisition to produce more affordable low-income and moderate-income housing. This bill had a public hearing in the House Housing Committee on 1/19 and has passed out of executive session on 2/7. THA provided written testimony in support of HB 1111.

- *HB 1628 -Additional state tier Real Estate Excise Tax (REET) & expanded local REET 3 for affordable housing*

Adds an additional tier to the state REET that would impose a 4% tax on land/property sales with values of \$5 million and above. A portion of that increase would be allocated directly to affordable housing programs like Apple Health and Homes and the HTF. Allows cities to impose an additional .25% to the local REET targeted at affordable housing. The House bill had a public hearing in the House Housing Committee on 2/7. We expect it to pass out of policy committee, but will have a tough time in financial committees. THA provided virtual testimony on behalf of AWHHA for HB 1628.

- *HB 1094 -Creating the Washington Future Fund*

Invests a sum of money in a savings and investment account each year on behalf of a cohort of children born in the state meeting certain criteria; allowing distributions from the account to designated institutions on an individual's behalf for education, purchase of a residence, or purchase of a business between the ages of 18 and 35. THA provided written testimony on behalf of THA and AWAH for HB 1094.

- *SB 5418 -Redefining what constitutes a “public work”*

Expands the definition of public work to include work supported in part or in whole by grants or loans of public dollars, or by tax deferral or reimbursement. This would add significant costs to non-profit housers using public money in grants or loans -shifting prevailing wage rates from residential to commercial, and would potentially make certain tax credit deals untenable for PHA's. AWHA is working with the labor councils on an exemption for affordable housing or other alternatives to ensure that this redefinition doesn't increase costs to the point of infeasibility.

- *HB 1099 -Prevailing wage contracts*

Requires public works contracts to specify that wages paid to workers will not be less than the latest prevailing wage rate in effect at the time the work is performed. This could add significant costs to projects after contracts have been signed and financing finalized. AWHA is working with the labor councils on an exemption for affordable housing or other alternatives to ensure that this change doesn't increase costs to the point of infeasibility.

- *Additional testimony in support of THA/AWAH priorities*

- HB 1474 -Covenant Homeownership Account (AWHA)

Creating the covenant homeownership account and program to address the history of housing discrimination due to racially restrictive real estate covenants in Washington state.

- HB 1585 -LIPA (Local Infrastructure Project Areas) designating affordable housing as public improvement (THA)



# Human Resources

SHARRALL MADDEN



# Introduction

The Human Resources department responsibility is to ensure that all employees feel valued and included in the workplace.

We will briefly review HR's focus this coming year, to work towards a more diverse, inclusive work environment and create a culture of equity and belonging.

2





# Agenda

- ▶ 2023 Area of Focus
- ▶ Demographic Review
- ▶ Tenure Review
- ▶ Turnover Review
- ▶ Summary

3



# 2023 Areas of Focus

4



**OPEIU and Trades  
union contract  
negotiations**

OPEIU expires: **06/30/2023**

Trades expires: **05/31/2023**



**Increase pay  
transparency**



**Create a new  
performance  
evaluation system**



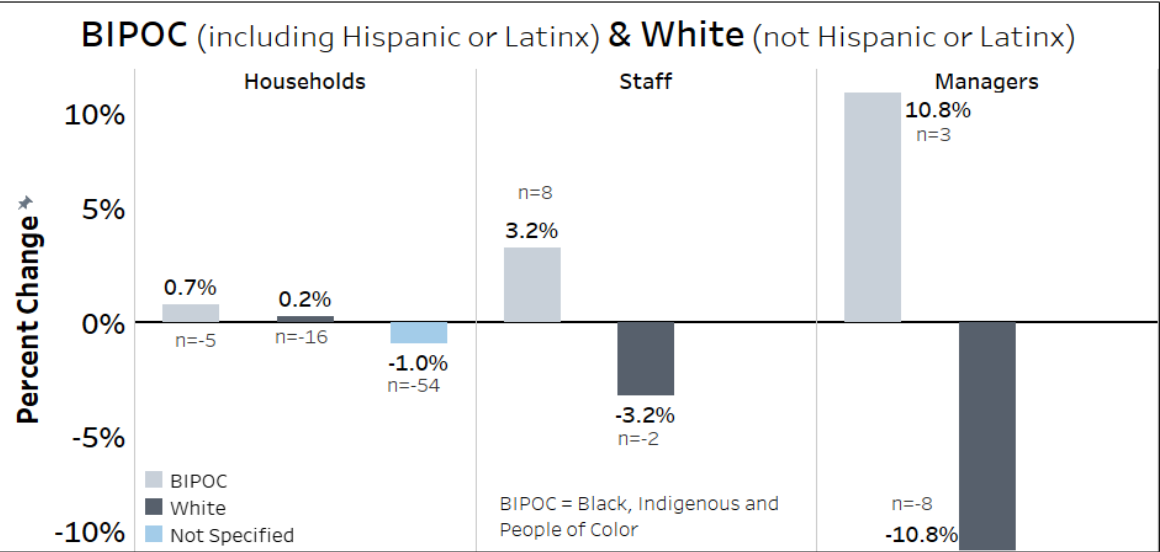
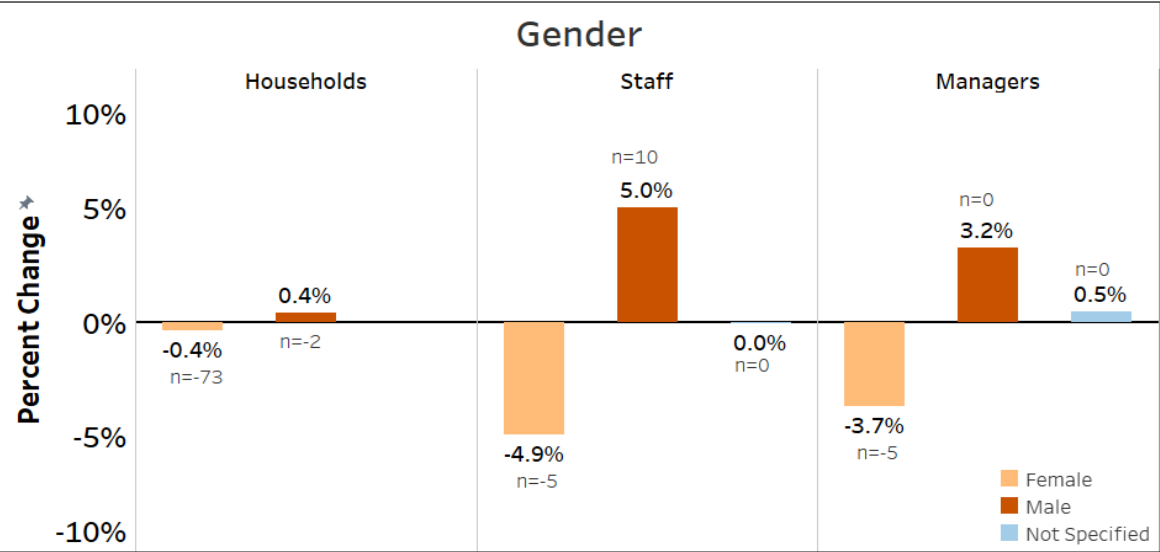
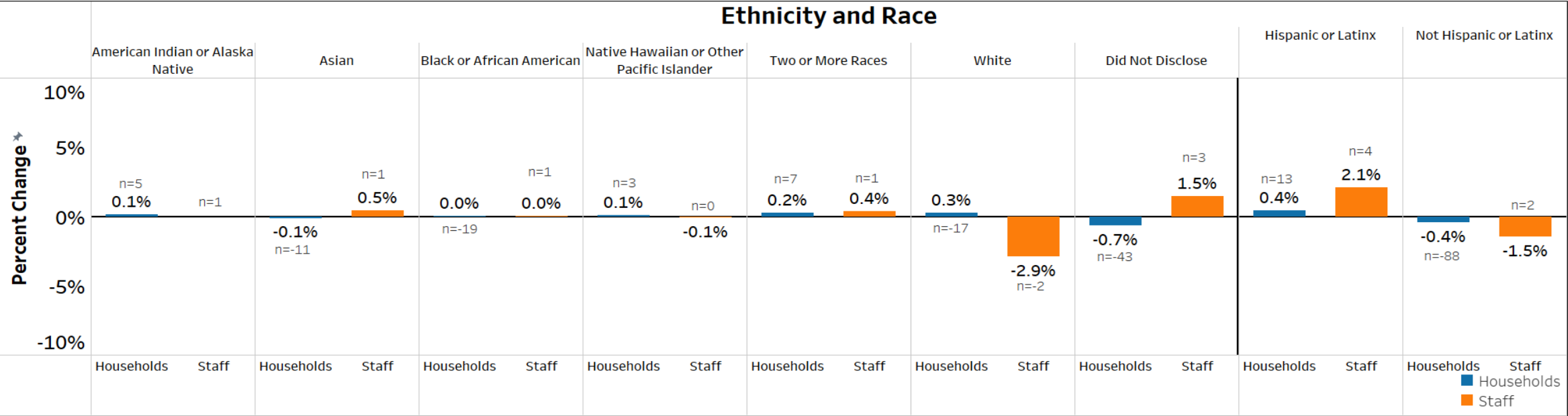
**Review and update  
all HR policies**



**Increase employee  
engagement**

# Demographics Review

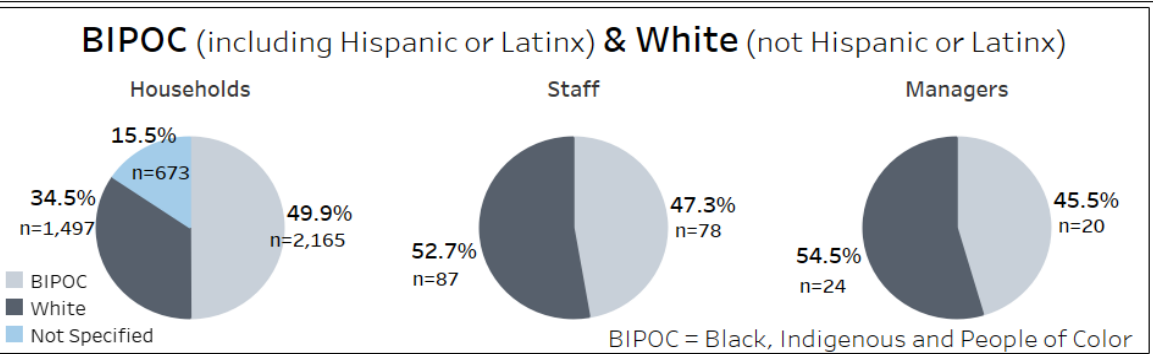
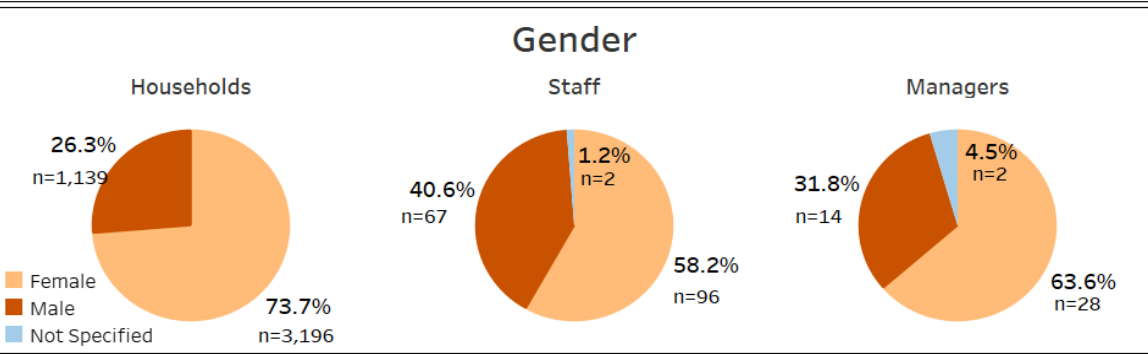
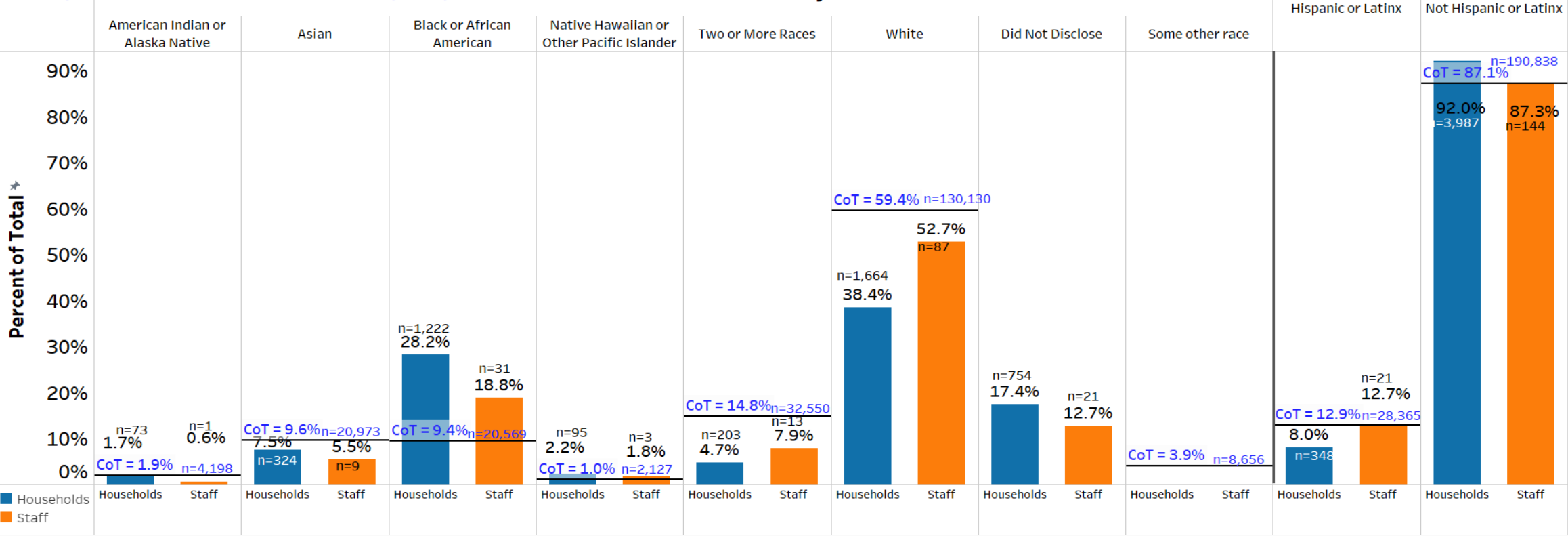
2022-2021 Change in Tacoma Housing Authority Demographic Breakdown Absolute percentage change



2022 Tacoma Housing Authority Demographic Breakdown As of December 2022

CoT = City of Tacoma, Source: 2021 American Community Survey 1-Year Estimates

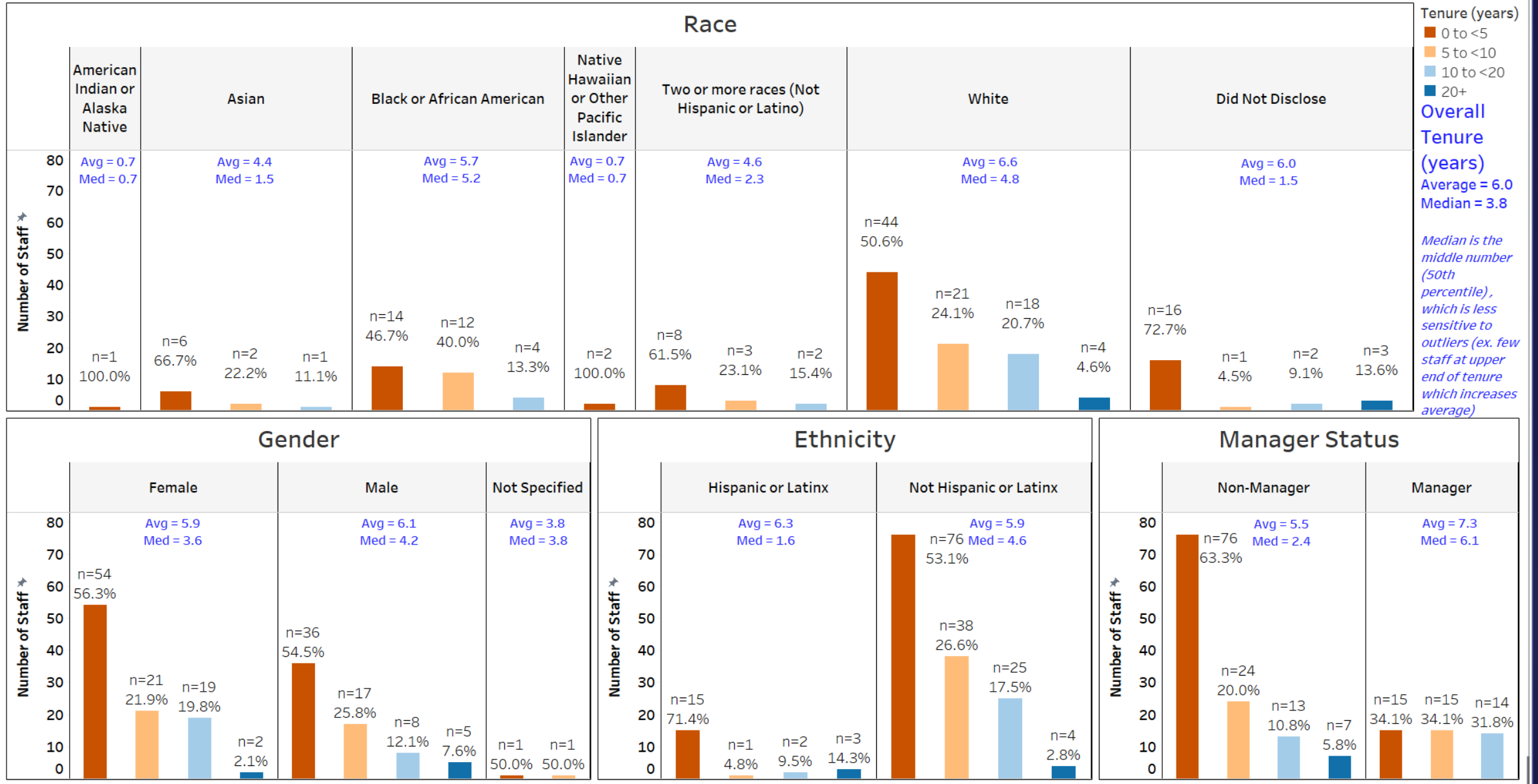
Ethnicity and Race



BIPOC = Black, Indigenous and People of Color

# Tenure Review

# Tacoma Housing Authority Staff Tenure January 2023

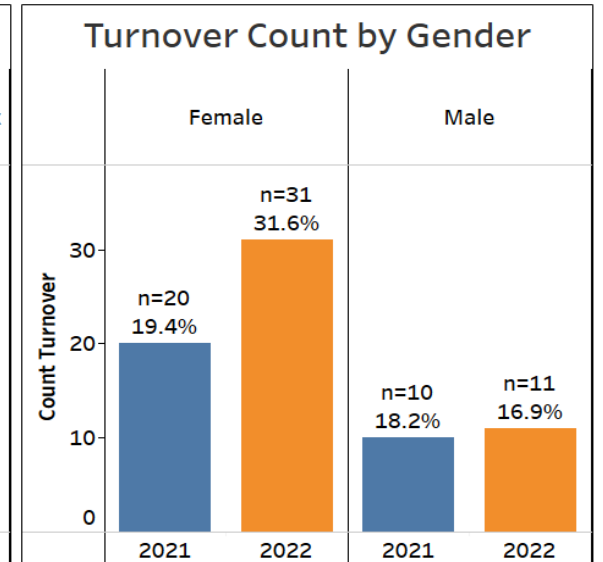
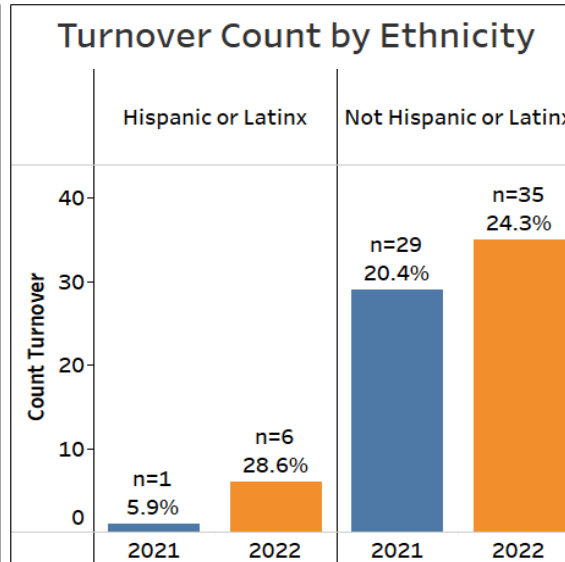
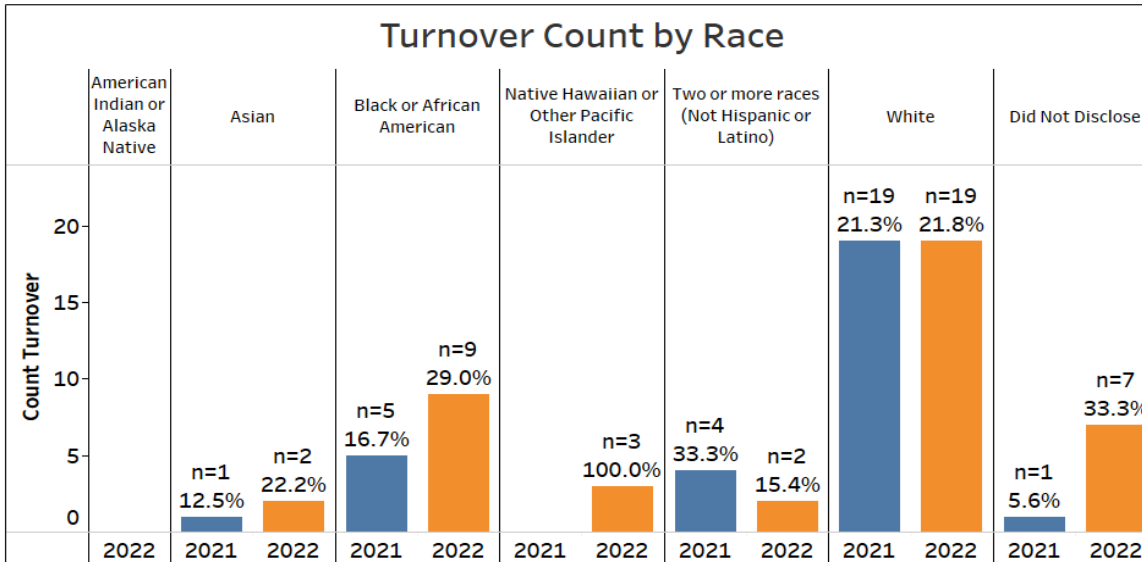
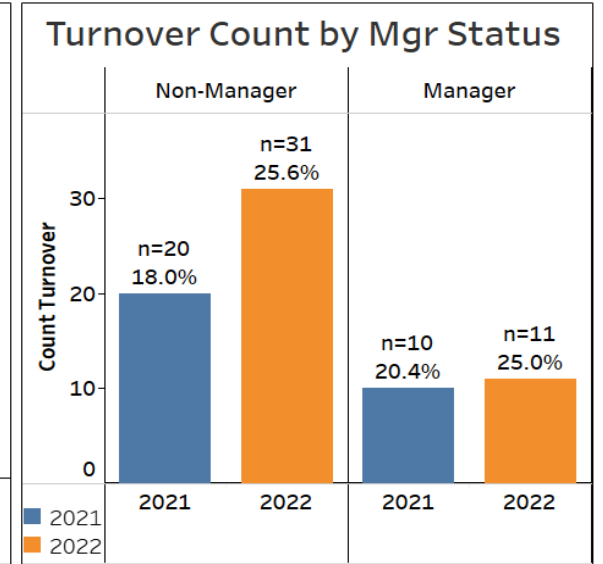
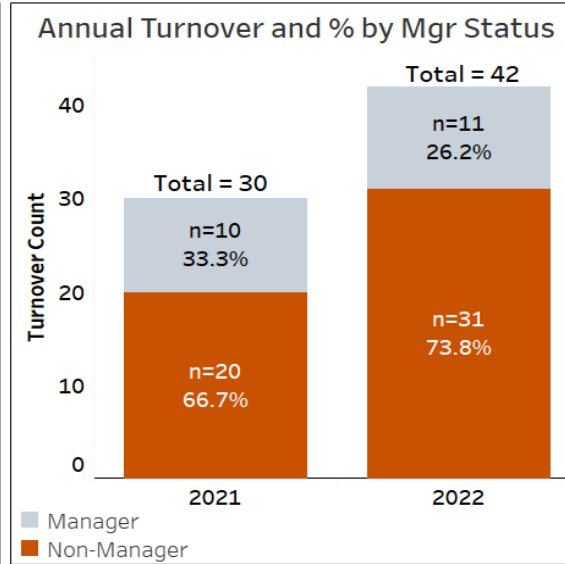
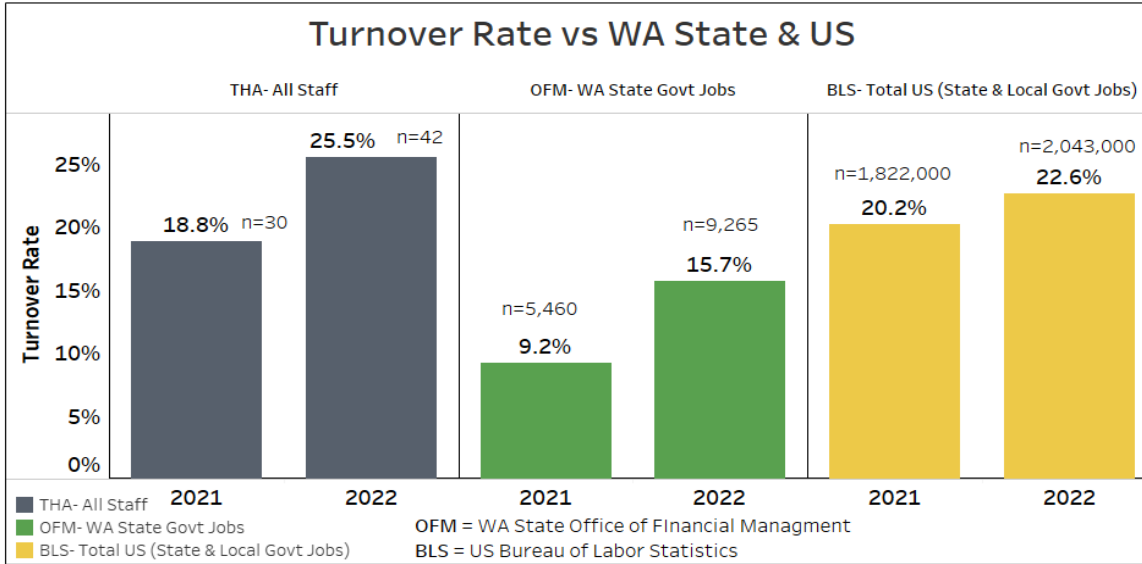


# Turnover Review



# 2022-2021 Tacoma Housing Authority Employee Turnover

In *Turnover Count* sheets, n = # group turnover, % = group turnover rate



# Summary

We are committed to making THA a great place to work. Our plan to Implement a series of changes this next year, will be designed to improve employee engagement, promote fairness and equity and help achieve our agency wide goals.

Lastly, these changes will help to create a more positive and supportive work environment for our employees.



Thank you





**TACOMA HOUSING AUTHORITY**

## **FINANCE REPORT**



# MOTION

**Date:** February 22, 2023

**To:** THA Board of Commissioners

## MOTION

Adopt a consent motion ratifying the payment of cash disbursements totaling \$7,943,475 for the month of January 2023.

**Approved:** February 22, 2023

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Shennetta Smith, Chair

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of January 2023**

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Accounts						
Accounts Payable Checks	Check #'s	96,283	-	96,373		
Accounts Payable ACHs	ACHs	1,739	-	1,813		
Business Support Center				929,415	Program Support	
Moving To Work Support Center				548,357		
Moving To Work Buildings (used by Support Center)				33,820		
Tax Credit Program Support Center				74,166		
Section 8 Programs				898,133	Section 8 Operations	
Arlington Crisis Residential Center				43	Properties	
Highland Crest Apts				618		
James Center				86		
North Highland Court Apts				300		
Outrigger				421		
Prairie Oaks Operations				129		
Salishan 7				28,107		
Alberta J Canada Bldg				297		
Education Program - THDG				1,617	THDG	
James Center				4,400	Development	
Hillsdale Heights				475		
Bus Development Activity				63		
CS General Business Activities				36	Client Support	
Department of Commerce Funding for Crisis Residential Center				180,332		
Community Services MTW Fund				14,031		
Education Private Grants (Gates, etc.)				57,419		
Education-Local Gov't Grants (County, City)				73	Public Housing	
AMP 6 - Scattered Sites				33		
AMP 9 - HT 1500 - Subsidy				34		
THA SUBTOTAL				2,772,404		
Hillside Terrace 2 & 1500				6,191	Tax Credit Projects - Reimbursable	
Bay Terrace I & II & Community Facility				16,272		
Housing Hilltop LLLP				17,772		
Arlington Youth Campus				3,510		
Court F (The Rise)				7,664		
Renew Tacoma Housing				35,092		
Salishan 1 - Salishan 6				59,830		
TAX CREDIT SUBTOTAL (Operations & Development - billable)				146,329		2,918,734
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	486,443	-	486,550	163,441	
	ACHs	26,667	-	27,654	3,942,744	\$ 4,106,185
Payroll & Payroll Fees - ADP						\$ 918,557
TOTAL DISBURSEMENTS						\$ 7,943,475





# TACOMA HOUSING AUTHORITY



**Date:** February 22, 2023

**To:** THA Board of Commissioners

**From:** Richard Deitz  
Director of Finance

**Re:** Finance Department Board Report

## 1. FINANCIAL STATEMENT

I present the January 2023 disbursement report for your approval.

The Finance Department is submitting the final financial statement for the year ending December 31, 2022.

The Agency closed the 2022 Fiscal year in strong financial condition. With the exception of a few areas, the Agency's operating expenditures were under budget. Expenses steadily increased throughout the year but remained under budget even in the fourth quarter. As a significant portion of THA's revenue is tied to expenditures, the revenue was lower by a roughly similar amount. The drop in revenue was slightly less than the change in expenditures, which resulted in an Operating Surplus (Line 47) of \$379 thousand higher than what was budgeted.

A number of large capital transactions were planned for 2022 and are reflected in lines 52 through 55. We budgeted \$7 million for the closing of Housing Hilltop and an additional \$2 million for acquisitions. Housing Hilltop did close as expected; however, we were not required to advance these funds to the partnership. We were required to set up a reserve held by THA to fund the initial portion of the THA loan in 2025. We also successfully acquired North Highland Court, which will eventually be fully funded through a bank loan and State funding. As of yearend, we have not received the State funding, so the financials reflect THA's contribution of \$3.2 million. The majority of the Yardi implementation costs were also budgeted under Capital. The majority of the costs incurred in 2022 are recorded under operating expenses. We also anticipated the sale of a lot at Aviva Crossing (James Center North) which did not occur.

The following section will address any significant variances or anomalies with the exception of capital expenditures which is addressed above.

- *Line 1, Section 8 HAP Reimbursement* – As this is a reimbursement, expenditures drive the revenue recognized in this category. *Section 8 HAP Reimbursement* is directly tied to THA's HAP (*Line 44 – Sec 8 HAP Payments*) and other MTW expenditures. As shown on *Line 46, Total Expenditures*, THA's 2022 expenditures were 8.2% below what had been budgeted for 2022. The gap is even larger if you include the Yardi conversion costs, which were budgeted under Capital and funded through MTW. We still have access to the difference, as these funds reside at HUD due to Cash Management rules. This gap was expected and plans to spend down the HUD held reserves were included in the 2023 budget. We will continue to monitor this area into 2023, as our HUD reserves remain above the desired level.

- *Line 2, Section 8 Admin Fee Earned* – HUD’s 2022 proration rate and per voucher administrative fee rate were higher than we had forecasted. These favorable changes lead to an increase in total Sec 8 administrative fee revenue.
- *Line 5 – Capital Fund Operating Revenue* – This is mainly a carryover of funds from 2019. To ensure that we received these funds, we submitted a draw in January of 2023 based on 2022 expenditures.
- *Line 6 – Other Government grants* – The primary cause of the variance relates to the Department of Commerce grant for the Arlington Youth Campus, which is on a reimbursement basis. The reduction in revenue is offset by a similar reduction in expenditures reflected in *Line 29 – Tenant Service – Other*.
- *Line 8 – Tenant Revenue – Other* – The most significant variance in this area is at Salishan 7, which experienced an increase in move-out charges. Many of these charges are not expected to be collectible, and an offsetting allowance was established. The related bad debt expense is shown in *Line 39 – Other General Expense*.
- *Line 11 – Developer Fee Income* – The developer fee income relates to The Rise and Arlington Youth Campus Apartments. THA did not receive the anticipated developer fee for the Shiloh Baptist Church project and deferred developer fee from Bay Terrace.
- *Lines 15 – 25 – Administrative Expenses* – Every category under *Administrative Expenses* was under budget. The most significant variance from a dollar perspective is in salaries and benefits. Many of the new positions budgeted for 2022 were not filled until later in the year, and there were a number of vacant positions throughout the year. *Line 18 – Management Fees* are under budget due to internal fees. External fees are also included in this line item and are in line with the budget. While we saw a significant increase in staff training and travel, it did not reach the level planned for in the budget. The most dramatic variance is in *Line 23 – Due diligence*, where changes in priorities and approaches reduced the need for spending.
- *Lines 26 – 30 – Tenant Service* – The Tenant Service area is under budget in every category except Relocation Costs. In the Salaries and Benefits area, the underspending results from unfilled vacancies. As noted under Other Government Grants, the underspending in *Tenant Service - Other* is primarily grant-related spending at the Arlington Youth Campus.
- *Lines 32 – 36 – Ordinary Maintenance and Operations* – Each line item in this category is running over budget. The staffing is primarily the result of certain maintenance supervisory positions being budgeted under *Administrative Expenses*, but a portion of their salaries is going to Maintenance. Aviva Crossing (James Center North), Highland Crest, and Outrigger had significant unexpected repairs that led to higher than anticipated maintenance materials and contract expenses. North Highland Court’s operations were not included in the 2022 budget, so it is adding to the overage for each line item.
- *Line 39 – Other General Expense* – This area is running over budget for several reasons. There has been an ongoing need for additional security, resulting in extra security patrols and upgrades to building security systems. The most significant variance is *Line 39 – Other General Expense*, which includes \$205,806 in bad debt expense and \$40,835 in settlement expenses. We did not budget for the settlement expenses, and the bad debt expenses are significantly higher than expected. The two properties with the highest bad debt expense were Salishan 7 (additional information under *Line 8 – Tenant Revenue – Other*) and James Center North.
- *Line 43 – Section 8 HAP Payments* – The percentage variance has slowly decreased quarter over quarter. The variance decreased from 7.0% in the third quarter to 3.2% at yearend as a result of increasing per voucher costs, catch-up billing from Pierce County for rapid rehousing and the late rent assistance THA provided its tenants.



**2. INVESTMENTS**

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at 1.75%. The Washington State Local Government Investment Pool currently provides a return rate of 4.12%.

**3. AUDIT**

There is no update at this time.

**4. BUDGETS**

The THA 2023 Budget was approved at the December board meeting. All of the Tax Credit property budgets that need to be approved by Investors have been approved.

**5. YEAR END UPDATE**

Finance is in the final stages of closing out the reporting needs for 2022. The financial reports for the Tax Credit properties were completed in time for our auditors to complete Tax returns for each of the entities and to start that audit process. Duane and the Finance team are on schedule for completing the HUD REAC submission by March 15th, which includes a 15-day grace period from the February 28th submission date.

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		December-22				Thru 12/31/2022		
		CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	ACTUAL	BUDGETED	VARIANCE
<b>OPERATING RECEIPTS</b>								
1	HUD grant - Section 8 HAP reimbursement	16,611,546	55,137,443	61,778,289	-10.7%	55,137,443	61,778,289	-10.7%
2	HUD grant - Section 8 Admin fee earned	1,626,645	5,570,471	5,019,458	11.0%	5,570,471	5,019,458	11.0%
3	HUD grant - Community Services	39,269	197,662	197,662	0.0%	197,662	197,662	0.0%
4	HUD grant - Public Housing subsidy	2,713	11,557	30,000	-61.5%	11,557	30,000	-61.5%
5	HUD grant - Capital Fund Operating Revenue	486,041	486,041	250,000	94.4%	486,041	250,000	94.4%
6	Other Government Grants	616,332	1,841,073	2,162,852	-14.9%	1,841,073	2,162,852	-14.9%
7	Tenant Revenue - Dwelling rent	802,548	2,929,058	2,739,564	6.9%	2,929,058	2,739,564	6.9%
8	Tenant Revenue - Other	122,107	239,215	148,615	61.0%	239,215	148,615	61.0%
9	Management Fee Income	928,117	3,274,906	3,299,594	-0.7%	3,274,906	3,299,594	-0.7%
10	Other Revenue	735,877	3,210,003	3,460,814	-7.2%	3,210,003	3,460,814	-7.2%
11	Other Revenue - Developer Fee Income	875,851	950,851	1,233,400	-22.9%	950,851	1,233,400	-22.9%
12	Other Revenue - T/C Waterfall Payments	149,285	2,278,752	2,242,000	1.6%	2,278,752	2,242,000	1.6%
13	Investment income	120,740	176,141	47,650	269.7%	176,141	47,650	269.7%
14	<b>TOTAL OPERATING RECEIPTS</b>	<b>23,117,070</b>	<b>76,303,172</b>	<b>82,609,898</b>	<b>-7.63%</b>	<b>76,303,172</b>	<b>82,609,898</b>	<b>-7.6%</b>
<b>OPERATING EXPENDITURES</b>								
<b>Administrative Expenses</b>								
15	Administrative Salaries	2,263,182	8,965,136	10,570,043	-15.2%	8,965,136	10,570,043	-15.2%
16	Administrative Personnel - Benefits	727,980	2,890,730	3,773,852	-23.4%	2,890,730	3,773,852	-23.4%
17	Audit Fees	1,649	66,125	75,994	-13.0%	66,125	75,994	-13.0%
18	Management Fees	134,715	490,852	615,132	-20.2%	490,852	615,132	-20.2%
19	Office Expense	490,212	2,343,178	2,343,189	0.0%	2,343,178	2,343,189	0.0%
20	Legal	122,416	312,968	477,100	-34.4%	312,968	477,100	-34.4%
21	Travel/Training	41,709	144,008	455,454	-68.4%	144,008	455,454	-68.4%
22	Other administrative expenses	615,213	2,617,886	3,298,097	-20.6%	2,617,886	3,298,097	-20.6%
23	Due diligence - Perspective Development	788	28,583	1,250,000	-97.7%	28,583	1,250,000	-97.7%
24	Contingency	0	0	105,000	-100.0%	0	105,000	-100.0%
25	<b>Total Administrative Expenses</b>	<b>4,397,864</b>	<b>17,859,465</b>	<b>22,963,860</b>	<b>-22.2%</b>	<b>17,859,465</b>	<b>22,963,860</b>	<b>-22.2%</b>

**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		December-22				Thru 12/31/2022		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	<b>Tenant Service</b>							
26	Tenant Service - Salaries	371,000	1,460,986	1,752,131	-16.6%	1,460,986	1,752,131	-16.6%
27	Tenant Service Personnel - Benefits	136,420	526,805	695,026	-24.2%	526,805	695,026	-24.2%
28	Relocation Costs	12,671	29,343	3,000	878.1%	29,343	3,000	878.1%
29	Tenant Service - Other	655,299	2,152,067	2,629,918	-18.2%	2,152,067	2,629,918	-18.2%
30	<b>Total Tenant Services</b>	<b>1,175,390</b>	<b>4,169,201</b>	<b>5,080,074</b>	<b>-17.9%</b>	<b>4,169,201</b>	<b>5,080,074</b>	<b>-17.9%</b>
	<b>Utilities</b>							
31	<b>Total Project Utilities</b>	113,005	427,768	439,394	-2.6%	427,768	439,394	-2.6%
	<b>Ordinary Maintenance &amp; Operations</b>							
32	Maintenance Salaries	88,290	293,187	232,941	25.9%	293,187	232,941	25.9%
33	Maintenance Personnel - Benefits	22,531	78,802	65,277	20.7%	78,802	65,277	20.7%
34	Maintenance Materials	66,110	177,008	143,395	23.4%	177,008	143,395	23.4%
35	Contract Maintenance	221,180	702,566	593,215	18.4%	702,566	593,215	18.4%
36	<b>Total Routine Maintenance</b>	<b>398,112</b>	<b>1,251,563</b>	<b>1,034,829</b>	<b>20.9%</b>	<b>1,251,563</b>	<b>1,034,829</b>	<b>20.9%</b>
	<b>General Expenses</b>							
37	Protective Services	39,731	150,566	88,400	70.3%	150,566	88,400	70.3%
38	Insurance	92,997	332,812	343,246	-3.0%	332,812	343,246	-3.0%
39	Other General Expense	293,637	763,261	467,750	63.2%	763,261	467,750	63.2%
40	Interest Expense	189,856	581,940	526,828	10.5%	581,940	526,828	10.5%
41	<b>Total General Expenses</b>	<b>616,221</b>	<b>1,828,579</b>	<b>1,426,224</b>	<b>28.2%</b>	<b>1,828,579</b>	<b>1,426,224</b>	<b>28.2%</b>
42	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 6,700,592</b>	<b>\$ 25,536,576</b>	<b>\$ 30,944,382</b>	<b>-17.5%</b>	<b>\$ 25,536,576</b>	<b>\$ 30,944,382</b>	<b>-17.5%</b>
	<b>Nonroutine Expenditures</b>							
43	Ext. Maint/Fac Imp/Casualty Loss	158,672	344,312	17,600	1856.3%	344,312	17,600	1856.3%
44	Sec 8 HAP Payments	13,685,078	48,890,106	50,494,474	-3.2%	48,890,106	50,494,474	-3.2%
45	<b>Total Nonroutine Expenditures</b>	<b>13,843,750</b>	<b>49,234,418</b>	<b>50,512,074</b>	<b>-2.5%</b>	<b>49,234,418</b>	<b>50,512,074</b>	<b>-2.5%</b>
46	<b>TOTAL EXPENDITURES</b>	<b>20,544,342</b>	<b>74,770,995</b>	<b>81,456,456</b>	<b>-8.2%</b>	<b>74,770,995</b>	<b>81,456,456</b>	<b>-8.2%</b>
47	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>2,572,728</b>	<b>1,532,177</b>	<b>1,153,442</b>	<b>32.8%</b>	<b>1,532,177</b>	<b>1,153,442</b>	<b>32.8%</b>
48	Debt Service Principal Pymt/Loan Payoffs	(47,081)	(108,446)	(199,982)	-45.8%	(108,446)	(199,982)	-45.8%
49	<b>Surplus/Deficit Before Reserve Appropriations</b>	<b>2,525,647</b>	<b>1,423,731</b>	<b>953,460</b>	<b>49.3%</b>	<b>1,423,731</b>	<b>953,460</b>	<b>49.3%</b>
50	Reserve Appropriations - Operations	0	0	0		0	0	
51	<b>Surplus/Deficit Before Captial Expenditures</b>	<b>2,525,647</b>	<b>1,423,731</b>	<b>953,460</b>		<b>1,423,731</b>	<b>953,460</b>	
52	Capitalized Items/Development Projects	(253,540)	(3,854,565)	(10,997,000)	-64.9%	(3,854,565)	(10,997,000)	-64.9%
53	Reserve for Replacement	(47,243)	(176,733)	(172,653)	2.4%	(176,733)	(172,653)	2.4%
54	Revenue - Capital Grants/Sale of Property	0	0	1,250,000	-100.0%	0	1,250,000	-100.0%
55	Reserve Appropriations - Capital	31,676	3,236,484	9,000,000	-64.0%	3,236,484	9,000,000	-64.0%
56	<b>THA SURPLUS/(DEFICIT)</b>	<b>2,256,540</b>	<b>628,917</b>	<b>33,807</b>		<b>628,917</b>	<b>33,807</b>	

# TACOMA HOUSING AUTHORITY

## CASH POSITION - Dec 2022

Account Name	Current Balance	Interest
<b>HERITAGE BANK</b>		
Accounts Payable	12,166,473	1.75%
Section 8 Checking	2,152,512	1.75%
THA Affordable Housing Proceeds-Salishan	1,986,441	1.75%
THA Scattered Sites Proceeds	5,929,898	1.75%
FSS Escrows	230,744	1.75%
FSS Forfeitures	2,362	1.75%
CSA Escrows	105,643	1.75%
Note Fund Account	103	1.75%
THA Investment Pool	340	1.75%
THDG - Tacoma Housing Development Group	1,121,358	1.75%
Salishan 7 Operations	1,235,253	1.75%
Salishan 7 Security Deposit	37,087	1.75%
Salishan 7 Replacement Reserve	571,923	1.75%
Salishan 7 Operating Reserve	205,157	1.75%
North Highland Operations	54,761	1.75%
North Highland Security Deposit	20,010	1.75%
Highland Crest Operations	789,675	1.75%
Highland Crest Replacement Reserve	355,271	1.75%
Highland Crest Security Deposit	41,538	1.75%
Outrigger Operations	678,384	1.75%
Outrigger Replacement Reserve	297,851	1.75%
Outrigger Security Deposit	25,335	1.75%
Prairie Oaks Operations	274,799	1.75%
Prairie Oaks Replacement Reserve	45,843	1.75%
Prairie Oaks Security Deposit	6,233	1.75%
Payroll Account	14,346	1.75%
<b>HOME STREET BANK</b>		
James Center North Operations	1,527,137	0.00%
James Center North Security Deposit	75,035	0.00%
<b>WASHINGTON STATE</b>		
Investment Pool	\$ 8,335,932	4.12%
<b>1. TOTAL THA CASH BALANCE</b>	<b>\$ 38,287,445</b>	
Less:		
<b>2. Total MTW Cash Balance</b>	<b>\$ 1,455,018</b>	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
<b>2.1. MTW Cash Available (Lines 2-2.09)</b>	<b>\$ 729,018</b>	
<b>3. MTW Cash Held By HUD</b>	<b>\$ 8,134,440</b>	
<b>4. Non MTW Cash Restrictions/Obligations</b>		
4.1 Non MTW Operational Restrictions		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,916,339	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,986,441	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,929,898	
4.20 THA Property Accounts Reserved	\$ 12,673,561	
4.201 Security Deposit Accounts	205,237	
4.202 Highland Crest Operations Reserves	520,000	

# TACOMA HOUSING AUTHORITY

## CASH POSITION - Dec 2022

4.203 Highland Crest Replacement Reserves	355,271		
4.204 James Center North Operations Reserves (Debt Svc)	1,000,000		
4.205 James Center North Capital	262,935		
4.206 Outrigger Operations Reserve	150,000		
4.207 Outrigger Replacement Reserves	297,851		
4.208 Prairie Oaks Operations Reserves	177,000		
4.209 Prairie Oaks Replacement Reserves	45,843		
4.210 Salishan 7 Operations Reserves	750,000		
4.211 Salishan 7 Replacement Reserves	571,923		
4.212 North Highland Court Operations Reserves	50,000		
4.213 Housing Hilltop Loan Reserve	8,287,500		
4.30 Rental Assistance Reserves		\$ 972,390	
4.301 Mod Rehab Operating Reserves	159,522		
4.302 VASH, FUP, FYI, NED, EHV & MAIN HAP Reserves	474,119		
4.303 FSS & CSA Escrows	338,749		
4.40 Prepaid Grants		\$ 1,724,480	
4.401 TPS Interlocal (CS-2017-011)	217,168		
4.402 Balmer Foundation - Education Prog (CS-2020-005)	116,812		
4.403 College Spark (PI-2018-005)	52,848		
4.404 GTCF Grant (PI-2019-005)	141,308		
4.405 Kresge Foundation - CHAP Program (RA-2019-009)	24,985		
4.406 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.407 THDG	1,121,358		
<b>4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)</b>		<b>\$ 23,286,770</b>	
<b>4.70 Agency Contracted or Budgeted Commitments Remaining</b>		<b>\$ -</b>	
	-		
	-		
<b>4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)</b>		<b>\$ 23,286,770</b>	
<b>5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)</b>		<b>\$ 13,545,657</b>	
<b>6. Development Advances - Project Reimbursement upon closing/draw</b>		<b>\$ 1,972</b>	
6.01 Housing Hilltop LLLP	1,972		



**TACOMA HOUSING AUTHORITY**

**NEW BUSINESS**

# **Resolution 1**



# RESOLUTION 2023-02-22 (1)

**Date:** February 22, 2023

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Contract Amendment to Increase Project Based Vouchers at Olympus Hotel

---

*This resolution would authorize the addition of twelve (12) Project Based Vouchers for Olympus Hotel in Tacoma.*

## BACKGROUND

Korean Women's Association's (KWA) Olympus Hotel is a 49-unit property in downtown Tacoma at 8<sup>th</sup> & Pacific. Tacoma Housing Authority (THA) and KWA executed a Project Based Voucher HAP (Housing Assistance Payment) contract in 2018. THA currently provides Project Based Voucher Subsidy to twenty-six (26) units at the building. Korean Women's Association is requesting to add an additional twelve (12) Project Based Voucher units to this contract bringing the total subsidized units to thirty-eight (38) Project Based units. With the addition of these twelve (12) units, this property will become 77% subsidized by THA. This property is exempt from HUD's Project Based Voucher Project Cap (a limit on the number of PBV vouchers per property) because Olympus Hotel makes supportive services available to all households.

KWA is a very good partner and has consistently maintained a utilization rate of between 98-100%. This partnership aligns with THA's long-term goal to add additional affordable housing units through development or partnerships within the community.

## RECOMMENDATION

Approve Resolution 2023-02-22 (1) authorizing THA's Executive Director to execute a HAP contract amendment adding twelve (12) additional units to the Korean Women's Association Olympus Hotel Project Based Voucher HAP Contract.





## **RESOLUTION 2023-02-22 (1)**

(Contract Amendment to Increase Project Based Vouchers at Olympus Hotel)

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

**WHEREAS**, Korean Women's Association owns Olympus Hotel 8<sup>th</sup> & Pacific in downtown Tacoma. This building has 49 units; and

**WHEREAS**, THA presently subsidizes 26 Project Based Vouchers at the building; and

**WHEREAS**, Korean Women's Association seeks to add twelve (12) additional units to the contract; and

**WHEREAS**, the addition of these units aligns with THA's goal to add 100 additional affordable housing units through partnerships within the community in 2023; now, therefore, be it

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

THA's Executive Director is authorized to execute a HAP contract amendment to add an additional twelve (12) units to the Korean Women's Association Olympus Hotel Project Based Voucher HAP contract.

**Approved: February 22, 2023**

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**Shennetta Smith, Chair**

# **Resolution 2**



## RESOLUTION 2023-02-22 (2)

**Date:** February 22, 2023

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Contract Amendment to Increase Project Based Vouchers at Harborview Manor

---

*This resolution would authorize the addition of six (6) Project Based Vouchers for Harborview Manor LLLP, a senior housing community in Tacoma.*

### BACKGROUND

Harborview Manor is a 169-unit high rise community at South 9<sup>th</sup> and Fawcett Avenue for low-income seniors. Tacoma Housing Authority (THA) and Harborview Manor executed a Project Based HAP (Housing Assistance Payment) contract in 2003. THA currently provides Project Based subsidy to one hundred forty-seven (147) units at this building. Harborview Manor seeks to add an additional six (6) Project Based Voucher units to this contract bringing the total subsidized units to one hundred fifty-three (153) Project Based units. With the addition of these six (6) units, this property will become 90% subsidized by THA. This property is exempt from HUD's Project Based Voucher Project Cap (a limit on the number of PBV vouchers per property) because Harborview Manor serves elderly families exclusively and makes supportive services available to all households.

Harborview Manor is a very good partner and has consistently maintained a utilization rate of between 98-100%. This partnership aligns with THA's long-term goal to add additional affordable housing units through development or partnerships within the community.

### RECOMMENDATION

Approve Resolution 2023-02-22 (2) authorizing THA's Executive Director to execute a HAP contract amendment adding an additional six (6) units the Harborview Manor LLLP Project Based HAP Contract.



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## **RESOLUTION 2023-02-22 (2)**

(Contract Amendment to Increase Project Based Vouchers at Harborview Manor)

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

**WHEREAS**, Harborview Manor LLLP owns Harborview Manor at South 9<sup>th</sup> and Fawcett in Tacoma. This building has 169 units. It houses only elderly residents; and

**WHEREAS**, THA presently subsidizes 147 Project Based Vouchers at the building; and

**WHEREAS**, Harborview Manor, LLLP seeks to add six (6) additional units to the contract; and

**WHEREAS**, the addition of these units aligns with THA's goal to add 100 additional affordable housing units through partnerships within the community in 2023; now, therefore, be it

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

THA's Executive Director is authorized to execute a HAP contract amendment to add an additional six (6) units to the Harborview Manor, LLLP Project Based Voucher HAP contract.

**Approved: February 22, 2023**

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**Shennetta Smith, Chair**

# **Resolution 3**



## RESOLUTION 2023-02-23 (3)

**Date:** February 22, 2023

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Approval of Revision to THA's Administrative Plan: Local Preferences

---

*This resolution would authorize Tacoma Housing Authority (THA) to revise its Administrative Plan to receive referrals from Foundational Community Supports (FCS) providers to fill units within THA's portfolio and for its voucher programs.*

### BACKGROUND

Tacoma Housing Authority primarily provides subsidized housing assistance to those who apply and are selected off its consolidated waitlist. THA's waitlist includes limited preferences for specific populations.

The Washington State Health Care Authority (HCA) and the Centers for Medicare & Medicaid Services developed a Medicaid transformation demonstration that strengthens state efforts to improve health care for Washington families. The Foundational Community Supports (FCS) program, creates two targeted benefits that include services that help the most vulnerable beneficiaries obtain and keep stable housing and employment in support of their broader health needs.

**What it is:** Targeted Medicaid benefits that help eligible clients with complex health needs obtain and maintain housing and employment stability.

- Supportive housing services:
  - Community support services provide ongoing services and supports to help eligible individuals obtain and maintain stable housing.
- Supported employment services:

- Individual placement and supports help eligible individuals obtain and maintain stable employment.

The supportive housing services are ongoing supports to help eligible Medicaid clients find and keep stable, independent housing and include:

- Housing assessments
- Identifying housing resources
- Support obtaining a lease
- Independent living skills development
- Landlord relations
- Crisis management

**FCS provides these services to Medicaid-eligible households that fall into one of the groups below:**

- Individuals experiencing chronic homelessness as defined by the U.S. Department of Housing and Urban Development.
- Those dependent on costly institutional care.
- Those dependent on more restrictive adult residential care/treatment settings.
- In-home care recipients with complex needs.
- Those at highest risk for expensive care and negative outcomes.

Public Housing Authorities (PHA) are permitted to establish local preferences for the selection of families admitted to housing programs. PHA selection preferences must be described in the PHA's Administrative Plan (24 CFR 982.207). THA has several existing local preferences that include but are not limited to preferences for homeless set-aside units, THA transfers and special purpose voucher program applicants.

THA seeks to revise its Administrative Plan to create a local preference for FCS eligible households referred by community FCS providers. The number of successful (housed) referrals will be limited to 50 unit referrals and 50 voucher referrals per year.

This new referral stream will create a pipeline of Medicaid recipients who will benefit from supportive services from the housing application stage that will continue into their tenure as THA residents. THA has increasingly engaged with applicants with high barriers who do not have the supports in place to follow through with the housing application and eligibility process.

Pierce County Housing Authority recently piloted a similar preference and reports a strong partnership with hands-on service providers who report to their property sites weekly.

THA seeks to expand access to its housing programs especially through partnerships that provide ongoing supportive services to residents and clients. THA will continue to serve applicants from



## RECOMMENDATION

Approve Resolution 2023-02-23 (3) authorizing revisions to THA's Administrative Plan (Chapter 4 Section III.C) to create a waitlist preference policy for FCS eligible households.

### 4-III.C. SELECTION METHOD

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

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

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

#### THA Policy

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

- The Executive Director will, at their discretion, identify when, and if, to make a set number of Housing Choice Vouchers available in response to a federally-declared disaster. When these vouchers are made available, households that can document that they have been displaced by a presidentially declared Major Disaster Declaration (MDD) will be eligible for this preference. Displaced households will be able to apply, even if the waiting list is closed, and receive this emergency preference. In order to qualify the applicant must provide evidence that the family resided in the disaster area before occurrence. Eligibility will be verified by Tacoma Housing Authority. To demonstrate need the applicant may provide, as verified by FEMA, an assessment of damage to their property showing their pre-disaster residence is either uninhabitable or inaccessible. Applicant should provide documentation demonstrating a lack of, or insufficient insurance coverage to meet housing needs. Applicants must also meet PHA program eligibility requirements.
- The PHA will offer a preference to any family that has been terminated from its HCV program due to insufficient program funding.
- THA will offer a preference to eligible homeless households referred by Pierce County's Coordinated Entry System for its homeless set aside units.
- **THA may offer a preference to Foundational Community Supports (FCS) eligible households referred by community FCS providers. The number of successful (housed) referrals may not exceed 50 unit referrals and 50 voucher referrals per year.**

- THA will also offer preferences for RAD exits, PBV exits, displacement due to disaster, and transfers.
- THA will allow those on the transfer waitlist to be served ahead of those on the regular waitlist in accordance with Chapter 12 of THA's ACOP. As of July 1, 2020



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## **RESOLUTION 2023-02-23 (3)**

(Approval of Revision to THA's Administrative Plan: Local Preferences)

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

**WHEREAS**, the Administrative Plan related to administration of THA's housing programs and is required by HUD; and

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

**WHEREAS**, Foundational Community Supports providers support low-income Medicaid eligible households with housing stability and other supportive services; and

**WHEREAS**, THA seeks to take referrals from Foundational Community Supports providers for its housing programs; and

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

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

**Approved: February 22, 2023**

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**Shennetta Smith, Chair**