



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

APRIL 26, 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

APRIL 26, 2023

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, April 26, 2023, at 4:45 PM via Zoom and at 902 S L Street, Tacoma, WA 98405.**

<https://us02web.zoom.us/j/84107810299> | **Meeting ID:** 841 0781 0299 | **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:

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

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

Sha Peterson
Executive Initiatives Officer

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

Phone 253-207-4400 | Fax 253-207-4440 | www.tacomahousing.org



AGENDA

TACOMA HOUSING AUTHORITY REGULAR BOARD OF COMMISSIONERS MEETING APRIL 26, 2023, 4:45 PM

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

ZOOM: <https://us02web.zoom.us/j/84107810299> / MEETING ID: 841 0781 0299

DIAL: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1. Minutes of February 22, 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. **AGENCY MONTHLY REPORT**
 - 6.1. Overview of THA's Moving to Work Program
 - 6.2. Agency Highlights for February and March
7. **FINANCE REPORT**
 - 7.1. Ratifying Cash Disbursement for February 2023
 - 7.2. Ratifying Cash Disbursement for March 2023
8. **NEW BUSINESS**
 - 8.1 2023-04-26 (1) Accounts Receivable Write Offs
 - 8.2 2023-04-26 (2) Shiloh Baptist S. 13th & S. I Street Supportive Housing—
Conversion of HUD-VASH Vouchers to Project Based VASH
Voucher
 - 8.3 2023-04-26 (3) Shiloh Baptist—Project Based VASH Vouchers
 - 8.4 2023-04-26 (4) Brawner and Company Financial and Development Services for
Asset Repositioning Sal 1-3 and Hillside Terrace

- 8.5 2023-04-26 (5) Time Away from Work
- 8.6 2023-04-26 (6) Additional Rest Days 2023
- 9. **Executive Session**
 - 9.1. To discuss with legal counsel representing the agency on agency litigation or potential litigation.
 - 9.2. To review the performance of a public employee.
- 10. **COMMENTS FROM THE COMMISSIONERS**
- 11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



BOARD OF COMMISSIONERS MEETING MINUTES

REGULAR SESSION

WEDNESDAY, FEBRUARY 22, 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, February 22, 2023.

1. CALL TO ORDER

Commissioner Young called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:52 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 5:08 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	

Commissioner Young declared there was a quorum present at 4:53 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Commissioner Young asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, January 25, 2023. Commissioner Rumbaugh moved to adopt the minutes. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

REAL ESTATE DEVELOPMENT COMMITTEE—COMMISSIONER RUMBAUGH, COMMISSIONER YOUNG

The committee met right after the January Board meeting and talked about updates to James Center North and crossing and the request for easement adjacent to Bay Terrace. There was a question on how to proceed and the Committee asked staff to discuss it with the owner.

FINANCE AUDIT COMMITTEE—VICE CHAIR HODGE AND COMMISSIONER YOUNG

The committee did not meet.

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

The committee met and provided an update on Housing Hilltop and prioritizing hilltop residents.

COMMUNITY PARTNERSHIPS AND ADVOCACY COMMITTEE—CHAIR SMITH, COMMISSIONER PURTER

The committee met on February 10 with information regarding Section 3 and resident hiring. The only property with Section 3 is Housing Hilltop. Walsh is on board with the rules and are working with staff making best efforts to recruit residents. Commissioner Purter thanked Executive Director (ED) Black and her staff.

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

The committee met and discussed the recommendations from The Lindsay Group related to changes to the Board By-Laws and executive governance. The committee will have recommendations to the full Board in March or April 2023.

6. PRESENTATION: RESIDENT HIRING

Client Support and Empowerment Director, Cacey Hanauer presented to the Board. She is trying to understand THA's responsibility as it relates to Section 3, and it has been complicated due to new rules. An interdepartmental group is learning more about Section 3—one being majority of THA's work does not require Section 3. THA is not technically required to do Section 3 reporting. Housing Hilltop however requires Section 3 reporting to the city. Staff are paying attention to the new rules to meet Housing and Urban Development (HUD) requirements. Walsh is at 17% of new threshold for Section 3, and HUD requires 25% of hours worked to be filled by Section 3 tenants and workers. To date, THA has provided three events and have hired 11 people from those events; more events will be held in a couple of weeks that will be advertised by Human Resources and Property Management. Client Support and Empowerment (CSE) and Property Management (PM) will be providing residents resources to get jobs and pave a pathway to get there. Special thanks to Trisha Mozo for her work on this. Human Resources helps by target hiring and outreach, as well as arrangements for application support and training.

7. AGENCY MONTHLY REPORT

ED Black highlighted some sections on the agency monthly report.

A partnership was established with Tacoma Public Utility (TPU) to fund through a grant program installation of an Electric Vehicle (EV) charging station at Salishan. The charging station was vandalized so staff are looking at ways to prevent that. The goal is to augment the number of EV stations and accessibility to THA 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 is a great opportunity to divert scrap metal from the local landfills to the local recycling centers and reduced THA's operational footprint by 50.2 tons of carbon dioxide equating to 125,351 miles driven by a gasoline-powered vehicle.

THA will begin putting together its Federal Advocacy agenda for this upcoming year and will likely include budget needs for tax credit allocations and bonding thresholds, Moving to Work (MTW) contract negotiations, and the Administration's new tenants bill of rights review. HB 1628 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.

Hillside 1500 had its first REAC inspection since before the pandemic and scored a 95 out of 100 thanks to the property manager and maintenance team who worked hard to prepare the property for the inspection.

Occupancy is currently at 95%. This trend will continue for a while. The Maintenance team has reorganized into zones instead of the traditional turn team to address turn delays. The team will also be hiring 3 budgeted positions to assist in the zones with turns and overall workflow.

THA intends to open the waitlist this quarter to increase the number of eligible applicants. Staff are getting information out now to people notifying them of when the waitlist will open.

CSE worked hard to put together several events to engage residents throughout the portfolio. These events were requested by residents and have proven to be a great way to engage and connect residents with their neighbors and for staff to provide resources and support.

THA is behind on its occupancy goal for the voucher program, serving slightly over 97% of its goal. Part of the reason is related to getting people screened and in the door. Staff have strategies underway including fully leasing up Hilltop Lofts which is 65% leased but staff are hoping for 100% leased up by the end of the month.

THA is embarking on safety improvement throughout office buildings and completing safety trainings with residents and staff. THA continues to find partnership opportunities with local women owned businesses to address safety, risk, efficiency, and amenities at numerous locations.

As a follow-up to last month's Human Resources (HR) presentation, HR initiated 1 of 2 surveys. The survey will be used as a baseline and HR will conduct the same survey in a year to see if things have changed. Commissioner Rumbaugh asked if HR has identified wage adjustments that will take place at the end of the year to provide staff housing wage. ED Black responded that THA is going through a compensation assessment using a 3rd party. Results are expected in March and she and HR will review that against THA goals and will make recommendations with the union. Commissioner Purter inquired about the turnaround time for residents ready for occupancy and the norm for unit to be prepared. Director Marquis Jenkins stated that there are a variety of issues for delay in occupancy—some minor with janitorial needs and others with full shower or window replacement. Some may be hazardous and there is a delay in resolving those types of issues. PM Associate Director Jaime Gomez-Beltran added that there are different levels on how units are left behind and PM categorizes them in 1-3, 3 taking more time to resolve with a higher cost. There are also challenges with materials that are not readily available. Commissioner Purter asked if there is a system in place to oversee maintenance of properties and if there is an uptick in destruction or if it is just the norm. Director Jenkins responded that all five properties have annual inspections and that there was definitely an increase in destruction during Covid time. Commissioner Young asked if destructions are isolated in different properties or if they are across the portfolio. Director Jenkins stated that destructions are more in bigger properties, but they are across all properties.

8. FINANCE REPORT

FINANCE

Finance Department (FD) Director Rich Deitz directed the board to the finance report. He discussed the payment agreements with people with debt. Commissioner Rumbaugh inquired they the debts are still listed, occupying space even with a bad debt. Director Deitz will get back to Commissioner Rumbaugh.

7.1 RATIFYING CASH DISBURSEMENT FOR JANUARY 2023

Commissioner Rumbaugh moved to ratify the payment of cash disbursements totaling \$7,943,475 for the month of January 2023. Commissioner Purter seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

9. NEW BUSINESS

8.1 2023-02-22 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 8th & 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.

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

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

Motion approved: February 22, 2023

Shennetta Smith, Chair

8.2 2023-02-22 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 9th 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.

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

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

Motion approved: February 22, 2023

Shennetta Smith, Chair

8.3 2023-02-22 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

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

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

Motion approved: February 22, 2023

Shennetta Smith, Chair

10. COMMENTS FROM COMMISSIONERS

Commissioner Purter thanked his fellow Commissioners for stepping in and ED Black and the entire THA staff for their hard work. Commissioner Young echoed the thanks to staff for their hard work. “There’s a lot of visibility on what we are doing, and people are happy with what they are seeing,” he noted. “Awesome work,” added Commissioner Rumbaugh.

11. ADJOURNMENT

There being no further business to conduct, the meeting ended at 5:59 pm.

APPROVED AS CORRECT

Adopted: March 22, 2023

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

Real Estate Development Committee

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

Finance Committee

Commissioner Derek Young
Vice Chair Minh-Anh Hodge
April Black
Richard Deitz
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 and Inclusion 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

AGENCY MONTHLY REPORT



MTW Overview and 2022 MTW Report Highlights



Tacoma Housing Authority
April Board Meeting
4/25/23



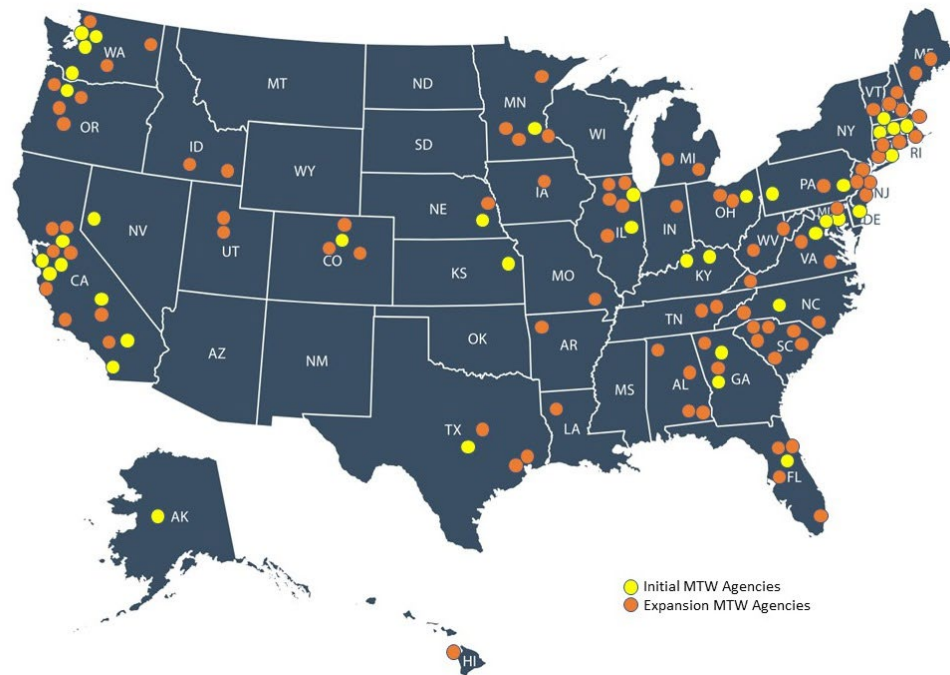
What is Moving to Work?

In 2010, Tacoma Housing Authority was selected to be a Moving to Work (MTW) agency. THA's MTW designation allows us to have exemptions from many existing HUD public housing and voucher rules and provides funding flexibility (what we refer to as single fund flexibility). This flexibility allows us to design locally- driven programs and policies that best serve Tacoma's low-income communities.

Three MTW objectives:

- 1. Increase housing choice**
- 2. Increase economic independence**
- 3. Reduce cost and achieve greater cost-effectiveness**

The Influence of MTW across the country



- THA is one of HUD's 'initial 39 MTW agencies' out of the 126 total MTW agencies nationwide
- Many of the MTW policies developed and proven to be successful at the local level have been rolled out to the rest of the country's (non-MTW) PHAs
- THA is beholden to the rules of our MTW Agreement, negotiated every 10 years with HUD

Examples How THA is Using MTW to Further our Agency Goals

Increase the Amount of Available Housing for Low-income Families

- Develop and acquire new affordable housing units.
- Develop unique, locally-designed subsidy programs to expand our reach, such as the Property-based Subsidies (PBS) program and Rapid Rehousing (RRH).

Increase Housing Access & Stability

- Streamline the administration of federal housing assistance by implementing alternate certification cycles, interim processing, inspections, and more.
- Develop and implement responsive supportive services, focused on housing stability, employment, and social emotional well being.
- Use MTW funds to support our YARDI transition & make necessary technological enhancements to ensure data capabilities can help provide meaningful insight into THA's quality of housing and services.

Embed Diversity, Equity, Inclusion, and Belonging (DEIB) in THA's programs, culture and priorities

- Leverage the MTW single fund to provide training and navigation services to THA customers interested in working on projects funded by THA.
- Leverage the MTW single fund to complete a compensation analysis and adjust employee salaries.

The background of the slide is a photograph of a modern, multi-story apartment building. The building features a mix of light-colored horizontal siding and darker panels. It has several large windows, some with white frames, and balconies with glass railings. The image is overlaid with a semi-transparent yellow filter. A solid dark blue horizontal band runs across the middle of the image, containing the title text in white.

MTW Report Highlights

MTW Report Background

- Our annual MTW report is due March 31 each year
- THA reports on the number of households served with MTW funds and reports on data points for our MTW regulatory flexibilities (known as MTW activities)
- This report is the primary way HUD learns about our activities, such as the number of households served in our local, non-traditional programs: locally funded Rapid Re-housing and Property Based Subsidies

2022 MTW Report Highlights

With our regulatory exemptions and single fund flexibility, in 2022, THA:

- Provided housing assistance to over 4,500 households
- Continued utilizing our efficiencies to serve customers in a more streamlined manner
- Continued to place property-based subsidies in seven different properties – preserving more than 352 affordable housing units.
- Resourced and supported the local homelessness response system
- Strategized new ways to engage landlords and support households in this competitive housing market
- In response to the tremendous impacts of the COVID-19 pandemic and the lifting of the eviction moratorium, THA's Property Management department focused on eviction prevention efforts to help keep residents who are at-risk of eviction housed



MTW Planning: What's ahead

MTW Plan Timeline

Gather stakeholder
feedback &
identify any new
activities

Identify potential
programs or
activities that
would require
exemption from
HUD requirements

Develop and write
Draft Plan

Hold public
comment & public
hearing for the
Draft Plan

Finalize and share
with Board of
Commissioners for
approval
Submit to HUD by
October 31

Planning phase:
June – July 2024

Review & Approval: August - October 2024



Questions?



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Executive Director
Date: April 26, 2023
Re: Agency Monthly Report

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 November. 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.

The March Board meeting was cancelled because staff were responding to a major flood at The Rise at 19th. This flood impacted over 75% of the building and staff have been "all hands on deck" for over a month. Below are some highlights as of April 10th:

- A total of 58 units, mechanical rooms and common areas were impacted by the flood on March 9, 2023.
- As of April 10th, 29 units had been completed and mobilization efforts are underway to bring offsite residents back. Only residents without mobility restrictions can return because both elevators are still offline.
- So far, five (5) residents have been rehoused in the building.

- Upon completion of the construction phase of the project:
 - Approximately 47 Residents should be able to return to The Rise without the need of vertical transportation.
 - Approximately 15 Residents will not be able to return to the Rise because they are in need of mobility assistance.
 - Residents will need to be either relocated to another property or remain offsite until at least one elevator is back online.
- We do not yet have an estimated date for when at least one elevator will be back online.
- We have been tracking THA hours spent responding to this emergency. As of March 31st, we had spent 491 hours on fire watch and 951 hours on administration. All of THA's operations have been impacted because of the number of hours staff have spent at The Rise instead of their day-to-day work.

The emergency response efforts at The Rise have been led by Jaime Gomez-Beltran and heavily supported by Sherri Tift, Cindy Bergee, Mike Cox, Erika Munoz, Jose Iniguez, Stephanie Hopkins, Mathew Hagedone, Arianna Thornton, Amy Van, and Marquis Jenkins. There are many other staff members across all departments that spent many hours and weekends supporting the emergency team and our residents. The care and compassion of the people at THA is truly inspiring.

The community has also offered an incredible amount of support. The Greater Tacoma Community Foundation (GTCF) leveraged its relationships to fund a grant to help with items for our displaced residents. We are using those funds to provide gift cards for things like food, laundry, transportation, etc. GTCF was also able to secure a grant from Amazon to help residents replace items that were ruined by the flood. Pierce County Human Services is assisting with past due rent and utility costs for the tenants and hotel expenses while we are providing temporary offsite housing. Mayor Woodards secured a grant from Door Dash to provide food to residents while they are displaced.

TABLE OF CONTENTS

Increase the amount of Affordable Housing for low income families	3
Increase Housing access and Stability	6
Embed principles of diversity, equity, inclusion, and belonging (DEIB) in THA's programs, culture, and priorities.....	8
Make THA a great place to work	9
Follow up from February Board Meeting	12
A Look Ahead: April Board Focus	14
Advocacy Items.....	15

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

THA's Rental Assistance Department received Board approval to add 6 project-based units to the Olympus Hotel contract and 12 project-based units to our Harborview Manor contract. We also received approval to add an additional 19 property-based units to the Crosspoint contract. These units will be added over time. Rental Assistance has a goal to add 100 affordable housing units in 2023. We are halfway to meeting that goal.

THA has partnered with the PCHA, VA and Sage Investment Group who have agreed to set aside low barrier affordable units for our tenant-based VASH voucher holders. This property is a converted hotel/motel in Fife ready for occupancy this month. This will add 8 affordable units specifically for our tenant-based VASH voucher holders.

KWA closed on their financing March 9, 2023. They plan to begin construction on April 5, 2023. This project will add 15 project-based VASH units, and a total of 88 new affordable housing units to the community. This will add units to the community for the chronically homeless Veteran population around August 2024.

THA's Housing Hilltop project continues to be on schedule and within budget, making good progress. We are experiencing some security concerns in the neighborhood and spilling over to the site which we are addressing with both Walsh and the City of Tacoma.

We continue to work with Koz Development and Mercy Housing N. W. on boundary line adjustments for their development of two parcels at Aviva Crossing. We anticipate Koz to start construction on more than 200 units in Q1 2024, with completion planned for Q1 2025. Koz will use the City's Multifamily Tax Exempt program and provide 20% of their units with rents affordable to households at 80% AMI. Mercy will take a little longer to secure their financing because of the competition for affordable housing financing. We anticipate the start of construction to be Q3 2024, with completion in 2026. Mercy currently plans approximately 130 units, all affordable at or below 60% AMI, with the majority deeply affordable at 0-30% AMI. We have appropriation requests for financing the sewer and storm water at Aviva Crossing under consideration in the state legislature and at the federal level.

THA continues to work with Bridge Meadows for their development of affordable housing on an intergenerational model, using a portion of the Hillsdale Heights property. Their timeline currently projects units coming online in 2027, again due to competition for affordable housing resources.

Running Total of New Units of Affordable Housing 2022-2028:

Project	Location	Owner	THA's Role	Number of units	Status
Hilltop Lofts	Earnest S Brazill and MLK Way	Horizon Housing	-Land lease -Project Based Vouchers	57	Occupied
Housing Hilltop	S L St and S 11 th	THA	Owner/Developer	231	Under construction
New Life Housing	S I St between S 12 th and S 13 th St	Shiloh Baptist Church	-Helped secure financing -Project Based Vouchers	60	Fully funded
South 15 th and Tacoma	S 15 th and Tacoma Ave	Korean Women's Association	-Project Based Vouchers helped secure financing	88	Under construction
Hotel Olympus	815 Pacific Ave	Korean Women's Association	-Project Based Vouchers	6	Occupied
Harborview Manor	919 Fawcett Ave	A Human Good	-Project Based Vouchers	12	Occupied
Crosspointe Apartments	1001 S Mildred	CWD Investments	-Project Based Vouchers	19	Occupied
			Total Completed	94	
			Total fully funded	385	

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

The Contract with Brawner and Company for the work assisting with the resyndication of Salishans 1, 2, 3 and Hillside 2300 is one of this month's resolutions. Once approved, we will move forward with a team to include Finance, Asset Management and Property Management to scope the rehabilitation work and financing of this project for the improvement of 316 units in our portfolio to improve quality of life for tenants and increase the long term viability of these properties.

INCREASE HOUSING ACCESS AND STABILITY

From April 3rd to April 17th, THA's waiting list was open for all household sizes. During that time THA received over 15,000 unduplicated applications. On May 1st, THA will hold a lottery to place 2000 households on a waiting list. We will share more details at the Board meeting.

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

THA occupancy is currently at 95.6%. The Maintenance team continues to find ways to increase the turn time on units. Delays still exist due to the overall volume increase and unit conditions when tenants move out. The eligibility team increased the number of families housed by 100% in March when compared to February. This increase was due in part to staffing support provided by Property Management site staff. The team is looking forward to the new wave of applicants that will result from our waitlist opening.

In February and March THA held several events and activities to engage residents and voucher holders in their community, to connect them to supports, and to respond to their needs. Here are just a few of the events:

- Game Night at the Family Investment Center
- Two engagement events for voucher holders at TACID and local libraries
- Daily Spring Break activities at the Family Investment Center
- Community Café's at Bay Terrace and The Rise
- Krownless Kings youth engagement at Salishan
- Planning for "The Eastside Loves the Eastside" event

The events listed are wonderful and just a piece of the work done to support residents. Staff in CSE have rallied in the last two months to meet the intense and varied needs of our residents

and voucher holders via one-on-one meetings, team meetings, and engaging new partners to develop a more robust fabric of support.

In partnership with Book Rich Environments, we also secured the donation of three pallets of new books to be placed within THA properties and given out to residents and the community for free. The effort to secure, deliver, and manage books is huge, but getting free high-quality books into the hands of families is worth it.

Rob McAfee and Byron Williams continue to work with Tacoma Public Schools in several ways. First, they are planning a “Walking School Bus” pilot in Salishan. This will help families who are within walking distance to their school get their kids to school safely and under the supervision of trusted adults. We expect this pilot to kick off sometime in April. Additionally, Rob, Gary McCurdy and Byron are working with TPS to support families who have students who are chronically absent. Staff are working with teachers, school administrators, and families to understand the barriers to getting to/staying in school and doing the work to eliminate those barriers.

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

Overall MTW baseline utilization is at 97%. Rental Assistance saw an increase in nearly all Special Purpose Voucher programs, specifically EHV at 67% utilization and Mainstream at 96%. THA issued all vouchers for project-based Hilltop Lofts. The Leasing & Eligibility team continues to pull households off the waitlist with offers of either HCV vouchers or a THA unit. Eight (8) units were leased in February and seventeen (17) in March.

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

THA has seen great success in the number of households securing housing with support from our Housing Navigator. Our Landlord Engagement Team has started hosting in-person sessions where clients are educated on how to successfully lease up with a voucher. They also hold a monthly Housing Provider orientation meeting where they educate our clients and partners on successful lease-up practices.

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

Within the organization, our staff Diversity, Equity, Inclusion and Belonging Steering Committee has grown to fifteen members. This committee meets regularly, has been attending DEI training through the University of Washington, and regularly sends representatives to the agency's weekly Leadership Team meetings.

In the coming months, we will create a position within the agency devoted to DEIB. This position will be part of THA's Leadership Team and will be tasked with improving agency policies and practices to make them more equitable.

Attached to this report you will find a publication from (PAHRC) that outlines the policies and practices housing authorities can adopt to promote equity. The recommendations are clear and supported by research. We are proud to see that THA has already made many of the recommended changes. We will review the areas where we could continue to improve and set goals to make positive change.

Finally, in April, THA signed on as a partner in the Black Home Initiative (BHI) Network. The pledge document is included within the Board packet.

The primary purpose of Black Home Initiative (**BHI**) is:

To increase the number of BIPOC households who successfully secure homeownership. The ultimate impact we aspire to is the reduction of inequity and an increase in intergenerational household wealth. Our initial emphasis, and our shared priority, is on Black households; within five years, the goal is to make the opportunity to own a home, and the potential benefits of that asset, available to 1,500 new low- and moderate-income Black homeowners in South Seattle, South King County, and North Pierce County. The initiative will concurrently focus on the essential work of clearly defining, and transforming, the systems that have impeded access to homeownership for Black households in our area.

THA's initial participation in this network will include:

- Signing on as a network partner.
- Meeting with representatives from BHI every two months.
- Participating in a meeting with BHI and the five Puget Sound housing authorities to begin to align our efforts.
- Promoting BHI programs and events with to THA's customers.

- Hosting BHI events within THA's portfolio.
- Aligning THA's future homeownership efforts to support BHI, where allowable within HUD Fair Housing regulations.
- Consider whether there are any opportunities to partner to build housing for homeownership.

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

At the end of February, we began the work of centralizing all contracting for the agency into the Policy, Improvement, and Evaluation Department. We assembled a team of experts from within the agency to do this work. This team of two people has executed 60 contracts and worked through a large back-log. Centralization has helped us streamline and speed up the process which ensures that THA can pay invoices in a timely manner.

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've recently added a Contracts Analyst to help continue to bolster the contracting team's work that is outlined above as well as begin outreach to Minority and Women-Owned Businesses to help us achieve this goal. We will have more to report on this goal next month.

MAKE THA A GREAT PLACE TO WORK

In collaboration with Walsh Construction and RDF Builders, THA held an Employment Fair event in March at Bay Terrace. We did this to maximize employment opportunities for Tacomans and provide more access to residents as we continue to fill several vacancies agencywide.

THA will be holding a Vendor Fair in April geared primarily towards small and local business owners and MWBE to maximize opportunities to do business with us in the areas around facilities management, IT, CSE, and HR.

In March THA also held the first hiring fair of its kind at Bay Terrace! Trish Mozo from CSE organized the event and we welcomed more than 40 people who were all looking for jobs at THA. When folks arrived, CSE helped those who needed the support fill out their applications online. From there, job seekers were brought to another room where they could meet with hiring managers from Rental Assistance, Property Management, Human Resources and CSE. The events were a huge success with several hires resulting. We will be sure to do this again. Thank you to Trish for organizing and to everyone who showed up to make it a success!

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

Rental Assistance created growth opportunities by promoting 2 Office Assistants to Senior Office Assistant positions. We are excited to announce Alex Alcantar and Musa Abdirahman have been promoted to Senior Office Assistants. Rental Assistance also welcomed new Housing Specialists Julie Sanchez, Maggy Delany and Bianca Green.

Human Resources is excited to announce that Stacey Lopez has joined our HR department as the new HR Coordinator. Stacey brings valuable experience since 2018 as a Sr. Office Assistant in the Real Estate Development department (now AMRED), Stacey is well-equipped to excel in her new role, providing overall HR Department support.

Within Property Management, Cindy Bergee was promoted from a Property Specialist to Property Manager.

CSE promoted Byron Williams to Program Manager where he will oversee THA's community and resident engagement efforts. Chantel Dozier moved from Rental Assistance as a Housing Specialist into a Community Advocate position. Shelbi Virgil moved from Property Management as a Property Specialist into Community Advocate within the 2Gen program.

BY THE END OF 2023, INCREASE THE NUMBER AND HOURS WORKED OF THA RESIDENTS AND LOW-INCOME TACOMANS HIRED INTO THA JOBS AND THA-FUNDED WORK

Human Resources has implemented several strategies to achieve this goal, including expanding our recruitment and outreach efforts to attract a diverse pool of exceptional candidates.

To reach a broader range of potential candidates, we advertise open positions on numerous career sites and networks, including Indeed.com, LinkedIn, social media networks, NAHRO, CLPHA, Tacoma-Pierce County Affordable Housing Consortium, Bates Technical College, Tacoma Community College, University of Washington, Washington Finance Officers Association, South

Puget Sound Chapter of SHRM, Black Career Women's Network, Diversity.com, the Korean Women's Association, and Joint Base Lewis-McChord Career Center.

This year, we are working to increase our community outreach efforts and develop partnerships with various organizations. In the last month, our THA recruiter has connected with the Tacoma Public Libraries, Tacoma Urban League, Tacoma Goodwill Industries, and Tacoma Community House, among others, to broaden our outreach and attract qualified candidates from diverse backgrounds.

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

The Human Resources Department is actively collaborating with our compensation consultant to conduct a comprehensive review of our current job descriptions to ensure that our positions are adequately benchmarked. Then, Finance and HR will collaborate to develop a new pay grade structure that aligns with our compensation philosophy and long-term goals of paying a housing wage. Additionally, we have initiated research and development of a new metric to consider lived experience when assessing candidates for vacant positions. This undertaking aims to expand the diversity of work experience taken into consideration when assessing candidates to be interviewed.

In Addition, the Human Resources department distributed Total Compensation Statements to all employees to increase pay transparency within the organization. These statements provided a comprehensive overview of each employee's 2022 total compensation, including earnings, paid leave, and benefits. By clearly presenting this information, we aim to foster a greater understanding of each employee's complete compensation and serve as a valuable reference point once the compensation study is completed.

We believe that this initiative will contribute to employee satisfaction, engagement, and retention by demonstrating our ongoing efforts to provide competitive and equitable compensation packages, as well as our commitment to making informed decisions based on the outcomes of the compensation study.

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

The Human Resources department received positive ratings from our first engagement survey, and we received written feedback on areas for improvement. To address the feedback received, THA has developed an action plan that includes the following initiatives:

- More opportunities for cross-departmental collaboration and engagement.

- Providing more professional development opportunities for employees.
- Asking the Employee Appreciation committee to propose ways to acknowledge outstanding performance and achievements.
- Partnering with employees to find solutions for workload concerns.

THA values the feedback received from employees and encourages ongoing communication. Human Resources will be working on additional ways to survey employees more frequently. In the meantime, all employees are encouraged to continue sharing their feedback with the agency.

FOLLOW UP FROM FEBRUARY BOARD MEETING

At the February Board meeting, there were questions about the outstanding debt amongst THA's commercial tenants. Below are the questions we noted with answers:

How much unpaid rent was accrued in 2022?

Approximately \$24,700 was accrued at James Center North. The majority is attributable to one commercial tenant and one related business that pays THA an easement fee for parking rights. The business with the easement fee had new ownership in early 2022. Our property management company had difficulty transitioning the parking easement to the new owner. This communication has now been worked out and we expect the parking fees to be paid within the year. The commercial tenant's arrears are entirely CAM charges. They've been confused about these charges and had business management transitions. The tenant has now agreed to a monthly repayment plan to catch up.

Approximately, \$7,900 was accrued at Alberta J. Canada (AJC). The majority, 75%, is attributable to one tenant. The amount due is related to Lease Excise Tax (LET). While Rent is paid promptly the LET is not. Due to their non-profit status, the tenant disputes their obligation to pay LET. The property management company is working with the tenant to either pursue exempt status/ forgiveness from the state or pay their bill. The property management company expects this question to be resolved in 2023.

How did we allow unpaid rent to accrue in our commercial properties?

Historically, THA has worked with tenants who are struggling to pay rent through COVID and other circumstances, in support of these small businesses. Staff balance the mission of AJC and JCN, partly to retain small business, and the reasonable period of time for the business to repay before terminating the tenancy and submitting accounts to collections.

How is THA collecting from tenants who have bad debt?

THA takes eviction and debt collection action against tenants who are unable to resolve the arrears. In 2022, THA concluded actions against three former tenants at James Center North. Through a formal demand against one tenant, we recovered \$150,000 in 2022. Also in 2022, we submitted two other accounts to debt collections. These accounts were written off as bad debt in the 2022 fiscal year. These two accounts accrued arrears between the years 2018 and 2021 in the amount of \$23,926 for one tenant, and \$53,060 for the second tenant during COVID. A collection company will work on THA's behalf to attempt to collect these debts.

What happens to security deposits when a commercial tenant leaves bad debt?

Security deposits are applied to the balance owed. Shortly, the property management firm will transfer the last security deposit for bad debt accounts.

What is the current status of commercial rent collection?

Most tenants are paying in full monthly. Here is the status of the five tenants who have delinquent accounts.

1. The tenant entered into a repayment plan to resolve the \$10, 307 arrears. They will pay \$500/month for the next 19 months.
2. A tenant since 2017, this tenant usually kept current until October 2022. At that point, the owner did not pay CAM charges. He also became sporadic with rent payments and would not renew his lease at the end of 2022 because business has declined and he plans to retire at the end of 2024. The tenant is now three months in arrears for a total of \$6,380. Our property management team is in contact with the tenant, and we put this unit on the market in December 2022 after the tenant declined to renew the lease. Tenancy is on from month to month. We have other tenants interested in the space and are actively marketing it. We will move to terminate this lease.
3. We expect this \$9,174 account to be settled in full in 2023.
4. The current balance is \$7,032. The organization believes that their non-profit status precludes them from paying LET. Property management sent a demand letter for immediate resolution.
5. This tenant is now in arrears for a total of \$26,000. In March, property management sent a demand letter that calls for 30% down and resumption of payments or termination. In 2021, the parties entered into a forbearance agreement with a 5-

year repayment plan for \$19,700 balance accrued because of COVID. We will move to terminate this lease in May.

A LOOK AHEAD: APRIL BOARD FOCUS

Our May Board meeting will be focused on the Mid-Year Rental Market Analysis and Payment Standard Review.

ADVOCACY ITEMS

State Legislative updates:

Legislation that THA supported **directly** (actively advocated for) that has passed or is expected to pass

AWHA's top priority this session was [SB 5256](#), which would make the Child Welfare program permanent at DCYF, and would solidify a unique partnership between the state (DCYF), family courts, and housing authorities to ensure that funding support for foster youth and families was provided by the state while leveraging almost \$30 million a year in housing voucher commitments from the state's housing authorities. This bill has passed and will be signed into law. THA led the advocacy on this bill with King County Housing Authority, Seattle Housing Authority, and Yakima Housing Authority.

[HB 1628](#) has been scheduled for an executive session to move out of the House Finance Committee today. After this step is completed the bill will need to quickly move through the Senate to have a chance of passing before the end of the session on 4/24. This bill would add another tier to the state's Real Estate Excise Tax (REET), taxing an additional 4% on commercial real estate purchases above \$5 million; it would also give city's the authority to add an additional .25% to their local REET to support affordable housing. This would provide the City of Tacoma an estimated additional \$7 million per year in housing funds.

[HB 1110](#) passed the Senate 35-14 this week. This is the Middle Housing bill that would broadly make most single family only zoning illegal in WA state -allowing most single family lots to have duplexes, triplexes, and fourplexes developed on them. You can learn more about the final version of the bill in this [Sightline](#) explanation. This is a huge win for inclusionary zoning practices that seek to redress the historic wrongs of redlining and racist covenants in our cities' neighborhoods.

[HB 1474](#) has passed both the House and Senate it is awaiting the completion of the process of concurrence before heading to Governor Inslee for his signature. This is the Covenant Homeownership Account program that would add a document recording fee to support homeownership for populations historically impacted by redlining, racial covenants, or other exclusionary actions when attempting to purchase a home in WA state.

Legislation that THA supported **indirectly** that has passed or is expected to pass

HB 1695 had unanimous votes throughout the legislative process and ensures that affordable homeownership projects are deemed a "public benefit" and can receive surplus & underutilized lands. Meaning that cities/counties can gift surplus lands to these projects.

Legislation that THA supported directly or indirectly that is **dead** for this legislative session

HB 1245 Lot Splitting -allowing homeowners to split their lots for affordable housing development (ADU's)

HB 1111 Housing Benefits Districts -creating a district that essentially land banks property in transit-oriented zones for the benefit of affordable housing

HB 1094/SB 5125 Washington Future Fund (WFF) -baby bonds idea that would invest \$4k in every baby who is born on Apple Health, with the investment maturing at stages between 18 and 35 years old, and able to be used on 1) buying a home, 2) starting a business, or 3) post-secondary education

SB 5202 Governor's Bond Proposal -\$4 billion bond referendum to support affordable housing preservation, construction, and services through 2029

SB 5466 Transit Oriented Development (TOD) -an alternative zoning reform bill that was geared at "station areas" requiring higher minimum building densities within certain radiuses



PHA Policies and Practices That Promote Equity

This resource, based on a review of HUD guidance and research, describes a menu of strategies PHAs can adopt to advance equitable outcomes through their policies and practices. The breadth, depth, and scope of policies and practices PHAs pursue to advance equity will depend on many factors, such as local needs, funding, the historical policy environment, internal capacity, access to service providers, and more. Strategies in **green** are evidence-based strategies to promote equitable outcomes; strategies in **blue** are required by law.

While this guide describes strategies PHAs can take to improve equity in their resident outcomes, dismantling the long-term impact of discriminatory housing policies will require the collaboration and support of multiple partners. The impact of PHA strategies to improve equity can be affected by zoning and Source of Income (SOI) discrimination policies established by local governments, funding availability from HUD and community sources, the availability and capacity of nonprofit service providers, appropriations from Congress, and feedback from residents about the community they would like to create. To learn more about PHA-led equity initiatives, visit [How Public Housing Authorities are Addressing Equity](#).

PHA-Led Policies

- [Waiting list management](#)
- [Admissions criteria](#)
- [Occupancy requirements](#)
- [Payment standards](#)
- [Personnel policies](#)
- [Procurement](#)

PHA-Led Practices

- [Evaluate outcomes between groups](#)
- [Promote inclusivity](#)
- [Target service offerings](#)
- [Target housing investment strategies to expand opportunities for clients](#)
- [Revitalize neighborhoods](#)
- [Expand access to affordable homes](#)
- [Recruit landlords](#)
- [Support voucher holders](#)
- [Boost accessibility of affordable housing](#)
- [Train staff](#)

External Factors

- Funding for programs that expand housing choice, housing availability for hard-to-house populations, and resident services
- Inclusionary zoning policies
- Capacity of local service providers and community partners
- Local support for affordable housing
- Landlord participation in HCV program
- Anti-discrimination enforcement
- Community-wide investment in transit, health care, and educational resources
- Funding for emergency rental assistance
- Adequate fair market payment standards



Equity

Waiting list management

Waiting list policies that collect multiple contact methods, have broad application windows, and include preferences that meet community needs promote equitable outcomes by better positioning the most vulnerable families to receive housing assistance.¹

- Accept waiting list applications in multiple ways, including by mail, e-mail, and in person.
- Promote waiting list openings to underserved and disadvantaged populations.
- Distribute and accept waiting list applications over a wide window of time (HUD suggests at least 30 days).
- Select waiting list applicants via lottery.
- Eliminate waiting list residency preferences.
- Contact families on the waiting list by phone, e-mail, and mail.
- Establish reasonable periods for families to respond.
- Clearly explain the application and selection process.
- Consider admissions preferences for people from vulnerable groups, such as victims/survivors of domestic violence, persons with disabilities or those experiencing homelessness.²

Admissions criteria

Tenant screening metrics that balance protecting the safety of residents and consider the relevance of an applicant's criminal background can increase the likelihood that people with a criminal history, who are more likely to be people of color, are eligible to receive housing assistance.³

- Limit screening criteria to factors that affect resident and property safety.
- Limit and define the criteria and look-back periods. Research suggests limiting look back periods to a maximum of three years since that is when recidivism is most likely to occur.
- Eliminate indefinite look-back periods and categorical bans, except those legally required by HUD. (Research finds that the likelihood of recidivism decreases the most after one year and is comparable to a person without a criminal record after seven years.⁴)
- Consider steps towards rehabilitation and the time, impact, and seriousness of unfavorable information identified during screening. Recidivism is lower for those who are older first-time offenders⁵, employed⁶, who participate in rehabilitation programs⁷, have access to service providers⁸, have strong family connections⁹, and move to new neighborhoods upon release.¹⁰
- Only consider convictions during criminal background screenings. Do not include arrests, prosecutions, or acquittals.
- Offer families the option to remove a family member excluded from occupancy due to their criminal history.
- Notify applicants who are denied admission based on their criminal record and provide them with a copy of the conviction. Give them an opportunity to dispute the accuracy or relevancy of the information.
- Exclude criminal activity related to domestic violence, sexual assault, or stalking if the current or prospective tenant is the victim/survivor.
- Use a wide extent and timeframe of abuse when assessing eligibility for housing targeted victims/survivors of domestic violence.
- Exclude eviction cases if the tenant won, settled without admitting fault, or when the case was caused by an extenuating circumstance.
- Don't deny assistance based on age, race, color, religion, sex, sexual orientation, gender identity, national origin, family status, or disability status.
- Do not deny assistance based on family characteristics, such as whether there are children, single parents, or unmarried parents.
- Grant a reasonable accommodation for applicants whose household includes a person with a disability.
- Protect tenants' rights, such as through right-of-return and just-cause eviction policies, to minimize displacement.

Occupancy requirements

Occupancy policies that protect victims/survivors of domestic violence and position them to leave an abusive partner can shield these families from housing instability and promote their health and safety.¹¹

- Permit victims/survivors of domestic violence to terminate their lease early and award them an emergency housing voucher to permit them to leave an abusive situation.
- Ease restrictions on victims/survivors of domestic violence who seek to port their voucher.
- Grant extensions to people who missed deadlines or appointments due to abuse.
- Ease the burden of proof for survivors to access protections or waiting list preferences offered to victims of domestic violence.
- Develop family breakup policies that determine who has the right to remain in a unit. Give preference to victims/survivors.
- [Adopt policies that protect victims/survivors of domestic violence from being evicted due to lease violations caused by their abuser.](#)
- Establish just-cause eviction protections to protect tenants from arbitrary evictions.
- Ease compliance rules to promote program participation, particularly among individuals with mental health disorders.

Payment standards

Increasing payment standards in opportunity areas or adopting Small Area Fair Market Rents (SAFMRs) can make it easier for people of color to use Housing Choice Vouchers (HCVs) in low-poverty and high-rent neighborhoods, particularly if paired with housing counseling services, transportation assistance, and landlord recruiting.¹²

- [Adopt SAMFRs or increase payments standards to 110% FMR in high-opportunity areas to make these neighborhoods more accessible to voucher holders.](#)¹³
- Perform rental market studies in communities where FMRs severely limit housing and neighborhood options for voucher holders.

Personnel policies

Personnel policies that encourage organizations to attract and retain diverse talent can improve customer service and help PHAs develop policies and programs that promote equitable outcomes.

- Institute a family leave policy that is gender neutral.
- Incorporate gender-inclusive language in employee policies.
- Integrate equity and inclusion as a core value of the mission, vision, and goals of the organization.
- Monitor progress on equity and inclusion goals.
- Adopt hiring strategies that promote diverse recruitment, such as aiming to interview a candidate of color, including only those educational requirements that are actually necessary, sharing salary ranges, and suppressing names on resumes.
- Build transparent paths to leadership.
- Include LGBTQ-inclusive nondiscrimination requirements in contracts, grants, and partnerships.

Procurement

Procurement policies that include an equity component can expand access to culturally-sensitive service providers.

- Establish goals to increase contracts awarded to providers that are led by or serve underrepresented or disadvantaged communities.
- Equitably allocate funding to providers led by or serving underrepresented or disadvantaged communities.
- Evaluate whether contracted organizations are equipped to serve disadvantaged communities and advance racial equity. This can include evaluating whether the organization is represented, trusted, and accessible to the community it will be serving.
- Reduce barriers in the contract-selection process by considering the relevance of required experience and the length of questions in the application process. Include interviews with bidders.
- Develop a contract-review committee that is represented by the groups that will be served.
- Support new contractors by establishing an open line of communication; build capacity for smaller organizations by partnering with other community groups, and develop a transparent evaluation process.
- [Implement Section 3 to ensure that job, training, and business opportunities created using HUD assistance are made available to people with low-incomes. Evaluate needs, challenges, and outcomes between groups](#)
- [Promote inclusivity](#)
- [Target service offerings](#)

Sources: waiting list management¹⁴, admissions criteria¹⁵, occupancy requirements¹⁶, payment standards¹⁷, personnel policies¹⁸, and procurement¹⁹

Practices

Evaluate needs, challenges, and outcomes between groups

Comparing and tracking outcomes, such as service access and lease up, between different populations served can illuminate barriers to housing access.

- Collect community and resident input and consent regarding data collection efforts.
- Partner with a person or organization trusted by underserved and underrepresented populations to collect data.
- Disaggregate data by race, gender, and socioeconomic status as much as possible.
- Compare outcomes and resident needs across groups to identify gaps in service offerings.
- Partner with local government agencies to conduct an affirmatively furthering fair housing assessment to identify impediments to neighborhood choice.
- Prioritize programs to address communities facing the greatest challenges and involve community-members before making a decision.
- Monitor the performance and outcomes of services.
- Share data collection, metrics, and definitions across partner agencies and client groups served to promote cohesion.
- Share findings with partners or prospective partners to make the case for collaboration or to celebrate successes.

Promote inclusivity

Engaging in practices that promote inclusivity among staff and client groups served can help organizations develop policies and programs that are tailored to groups most in need, boost engagement among underserved or underrepresented client groups, and improve customer service.

- Adopt building designs standards that promote resident and neighborhood cohesion, particularly in mixed-income developments.
- Choose income targets and bedroom unit mixes for affordable units that match those of renter households from underrepresented groups.
- Market affordable properties in ways that are accessible to people of color, individuals with disabilities, non-English speakers, and older adults.
- Establish spaces that are inclusive for all gender expressions.
- Engage with community leaders and involve them in decision making to prevent structural racism.
- Develop a planning process that is accessible, transparent, and gives agency to marginalized groups.
- Develop partnerships with organizations trusted by people of color and marginalized client groups.
- Hire staff from backgrounds that align with tenant populations.
- Elevate a staff member on the PHA's leadership team to spearhead racial, equity, and inclusion initiatives.
- Inform residents and voucher holders who may experience discrimination about their housing rights.
- Translate material targeted to current and prospective client groups in multiple languages.
- Implement trauma-informed community building and engagement practices.²⁰

Target service offerings

Partnerships between housing and healthcare providers can promote positive health outcomes among residents²¹, which can promote equitable outcomes when targeted toward populations with the greatest health disparities.

- Recruit service providers that are trusted by underrepresented and disadvantaged communities.
- Partner with a community service provider to administer sponsor-based housing. The community service provider would send referrals and provide supportive services in exchange for the PHA setting aside homes to assist referred individuals.
- Offer services onsite to promote their use.
- Formalize partnerships with service coordination agreements or a memorandum of understanding to establish guidelines for the partnership.
- Coordinate long-term service offerings to support clients who have compounding traumas and challenges.
- Share funding streams and develop reoccurring funding sources to support service partnerships.
- Recruit multilingual service providers and staff to reach populations that speak languages other than English.

Target housing investment strategies to expand opportunities for residents

Intentional affordable housing investments in amenity-rich neighborhoods can promote equitable access and outcomes for underserved or underrepresented resident groups.²²

- Offer project-based vouchers in homes located in amenity-rich neighborhoods and homes connected to supportive services, with accessibility features, or that target groups that are traditionally underserved.
- Expand housing choice by intentionally developing or preserving affordable housing in amenity-rich neighborhoods.
- Advocate for comprehensive citywide planning, equity assessments, and zoning policy changes to remove barriers and build support for development that expands housing choice.
- Consider racial and ethnic disparities in siting and demolition decisions.
- Anticipate, understand, and counteract affordable housing opposition.

Revitalize neighborhoods

Investing in affordable homes and the neighborhoods they are located in can improve the living conditions and resources available to low-income families.

- Offer healthy and safe affordable homes across all neighborhoods and family sizes.
- Identify gaps in neighborhood amenities across properties and develop partnerships to bring services and opportunities to uplift residents.
- Enhance community health, education, transit, and employment opportunities by connecting affordable homes to public amenities.
- Proactively enforce building codes so that residents live in safe and stable homes.

Expand access to affordable homes

Increasing the supply of affordable homes can help housing providers assist underserved populations in their community.

- Leverage development tools, such as Low-Income Housing Tax Credits, Project Based Vouchers, HOME Assistance, national Housing Trust Fund, and state-funded affordable housing programs to expand access to affordable homes to narrow the affordable housing gap.
- Apply for special-purpose vouchers to expand the supply of affordable homes.
- Connect affordable homes to rental assistance where possible so that homes are affordable even for families with the lowest incomes.

Recruit landlords and offer support to voucher holders

Programs and practices that help voucher holders find a landlord willing to accept their voucher in a neighborhood that meets their needs can expand housing choice and voucher usage in tight markets and among vulnerable populations.

- Recruit landlords to accept vouchers for families that traditionally have a more difficult time using their voucher, such as individuals with disabilities, persons experiencing homelessness, or large families.²³
- Develop referral programs to encourage landlord recruitment.
- Establish a landlord liaison or hotline that allows PHA staff to address issues raised by landlords.
- Offer landlord events, like meet-and-lease days, briefing sessions, and awareness campaigns, as well as newsletters to dispel misconceptions and develop relationships with landlords.
- Fund a landlord risk pool to compensate landlords for potential damages or rent shortfalls they could incur by agreeing to house a hard-to-house population, such as criminal offenders.
- Offer security deposit assistance or vacancy payments to entice landlords to accept vouchers.²⁴
- Collaborate with social service providers and Continuum of Care (CoC) to align vouchers with community needs.
- Pair payment standard changes with housing counseling services, transportation assistance, case management, and landlord recruiting to help the most vulnerable groups overcome additional barriers to moving into these neighborhoods.
- Provide voucher holders with search assistance to inform them about their housing options, help them fill out an application, and help them locate a home that meets their needs.²⁵
- Share data with voucher holders about neighborhood opportunity metrics as part of their housing search.²⁶
- Ease administrative burden on landlords by adopting biennial inspections, developing a landlord portal, enabling landlords to self-certify minor repairs, and adopt electronic fund transfers.
- Adopt SAFMRs or adopt higher payment standards in high opportunity neighborhoods.²⁷
- Develop systematic procedures to award new vouchers to boost usage.
- Extend search time from 60 to 120 days for voucher holders.

Expand access to accessible affordable housing

Incorporating accessibility into the construction and preservation of affordable homes can help people with mobility limitations locate a home that will support their independence.²⁸

- Adopt universal design principles, such as wide doors, hallways, and stairway ramps to accommodate people with mobility limitations.
- Build or modify accessible homes near community resources, such as transportation, social service centers, and healthcare, to help people with disabilities thrive.
- [Enforce requirements for reasonable accommodations and modifications.](#)
- Connect voucher holders and residents to home and community-based services.
- Improve accessibility standards in new and existing homes and programs for individuals with sight, hearing, and mobility impairments.

Training

Training staff on trauma-informed care, racial biases, and peer-network building can help PHAs improve relationships with their residents and create policies and programs that advance equitable outcomes.

- Participate in national networks to learn from peers developing policies and programs to support equitable outcomes.
- Train staff on trauma-informed care to help them respond with empathy to residents that experienced trauma, such as victims/survivors of domestic violence.
- Offer racial bias training to ensure that tenants of all backgrounds are treated with compassion and respect.
- Train staff on cultural competency around race, ethnicity, gender orientation, and gender expression.

Sources: Target service offerings²⁹, evaluate needs, challenges, and outcomes between groups³⁰, expand access to federally assisted homes in areas of opportunity³¹, expand voucher utilization for hard-to-house populations³², training³³, expand access to accessible housing³⁴, training³⁵, and promote inclusivity³⁶, recruit landlords and offer support to voucher holders.³⁷

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PHA Policies and Practices That Promote Equity



PUBLIC AND AFFORDABLE HOUSING RESEARCH CORPORATION

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Black Home Initiative

NETWORK



Center for
Community
Investment

Black Home Initiative Network: Network Partner Pledge

Primary Contact:

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206.430.2800

What is Black Home Initiative?

The primary purpose of [Black Home Initiative \(BHI\)](#) is to increase the number of BIPOC households who successfully secure homeownership. The ultimate impact we aspire to is the reduction of inequity and an increase in intergenerational household wealth. Our initial emphasis, and our shared priority, is on Black households; within five years, the goal is to make the opportunity to own a home, and the potential benefits of that asset, available to 1,500 new low- and moderate-income Black homeowners in South Seattle, South King County, and North Pierce County. The initiative will concurrently focus on the essential work of clearly defining, and transforming, the systems that have impeded access to homeownership for Black households in our area.

Why is BHI Needed?

Rising costs have made purchasing a home a challenge for many people in this region. However, historical structural racism and persistent institutional racism and exclusion mean this goal is even less attainable for Black households. In Seattle, the homeownership rate among Black households is 26%, roughly half the rate among white households (51%). The homeownership rate among Black households in Tacoma is 35%, compared to 64% among white households. (1)

Why is a BHI Network Needed?

Making BHI's shared priority a reality requires change in many aspects of several intersecting systems. This involves the biggest-picture principles, the most detailed metrics, and the large, complex web of policies and practices in between. No single organization, no matter how determined or well-resourced, can do it alone. This shared priority needs an approach that breaks with traditional ways of approaching affordable homeownership work. Breakthrough success will only come from doing three things:

- **Bringing together the people who make decisions for, and carry out the work of, many relevant sectors;**
- **Elevating the voices of the community members impacted by that work; and**
- **Combining the depth and breadth of their diverse experience, expertise, tools, resources, and commitment.**

This is a *shared* priority. So the key will be shifting our mindset away from working as bright but separate stars and towards working like a highly connected constellation. By aligning ourselves in a network, our joint impact can be far greater than the sum of our individual efforts. If our intent is to increase affordable housing supply, prepare Black homebuyers for their journey, support them along the way, and facilitate their ability to live out their homeownership dreams, then our target is systemic change that rights the wrongs of the past and the present and ensures equitable access to opportunity in the future. Impact networks offer us the power and the pathway we need to achieve that kind of fundamental and lasting transformation.

BHI Network Partner Principles

We strive to right the wrongs of past discriminatory practices and commit to a focus on doing all we can to ensure Black homebuyers get an opportunity to purchase homes.

We understand that the complexity of this issue dictates that we work together at new levels of collaboration, embracing a mindset that overcomes the fear of competition for scarce resources.

We fully engage in this work, wholeheartedly and with urgency, drawing on the breadth and depth of each of our partner organizations and their respective strengths.
We engage in this work because we truly believe it must be done.

We embrace the power and hope of trust. While we prefer to know and define every detail about the work, we understand that there will be ambiguity as we name, and endeavor to carry out, the adaptive work before us.

“Gets”: What does BHI Network offer its partners? *(Will vary by organization)*

- New **relationships** with organizations and individuals that carry the potential for mission alignments and reciprocal benefits.
- **Connections to Black homebuyers** who could potentially purchase homes through coordinated identification and preparation efforts.
- **Access to shared support services**, such as marketing, communications, and resource development.
- **Coordination of policy** analysis, policy formulation, and advocacy mobilization.
- **Promising practices** sourced from both local network partners and other national 3C sites.
- **Technical assistance and peer assists**.
- **Potential connection to and/or access to financing** resources for capacity building, outreach to buyers, predevelopment, and construction of affordable homes.
- **Alignment and affinity with a broad, diverse network** of organizations focused on this critical societal issue.

“Gives”: What can partners offer BHI Network? *(Will vary by organization)*

Partners strengthen the network by demonstrating commitment to the shared priority, by their sustained participation in refining the shared priority, by living out the principles stated above, and by possibilities such as:

- **Spreading the word** about BHI using their organizational platforms (e.g., newsletters, website news/blogs, social media, presentations, and events).
- **Facilitating the ability of their staff and volunteers to participate** in BHI project teams and design teams, and recognizing them for doing so.
- **Encouraging constituents to take action** in support of policy and advocacy efforts appropriate for their organization.
- **Bringing awareness of BHI to donors and investors** with potential for substantial interest and contribution, providing them opportunities for helping *both* their organization *and* the broader network.
- **Remaining alert to promising practices**, doing what they can to share them with BHI Network partners.
- **Engaging in marketing and outreach to potential homebuyers** as applicable.
- **Providing technical assistance** to other partners through peer assists and support.
- **Reporting frequently** on the network contributions they are making.

The mission of **BHI Network** partners has always been to increase BIPOC homeownership by increasing partner capacity without necessarily growing their organizations. Ultimately, all **BHI Network** partners can articulate the overall impact of BHI and the ways in which the impact network has contributed to achieving BHI's shared priority.

We acknowledge that, due to their constituents or broad coalitions, BHI Network partners may not be able to endorse every policy position that the initiative explores and/or pursues. We want partners to feel comfortable being transparent about the limitations they have. Endorsement for major policies happens on a case-by-case basis coordinated by the advocacy organization leading it.

Next Steps

Questions? Please feel free to reach out to any of the following people:

BHI Core Team Members

- Andrea Caupain andrea@byrdbarr.place
- Anna Boone annabo@zillowgroup.com
- Darryl Smith darryl@homesightwa.org
- Felicia Medlen fmedlen@cityoftacoma.org
- Gordon McHenry, Jr. gmchenryjr@uwkc.org
- Gregory Davis gregory@rbactioncoalition.org
- Michael Brown m.brown@civic-commons.org
- Michelle Merriweather mmerriweather@urbanleague.org

BHI Project Manager: Marty Kooistra m.kooistra@civic-commons.org

Ready to Become a BHI Network Partner?

Please email your logo file, or a link to a shared drive containing your logo file, to either of these Civic Commons staff members. Feel free to reach out to them with questions regarding file format and size.

- Jasmine Williams, Interim Communications Manager j.williams@civic-commons.org
- Maisha Barnett, BHI Coordinator m.barnett@civic-commons.org

(1) Tacoma data: U.S. Census Bureau. (n.d.) *American community survey (ACS) 5-year estimates public use microdata sample (PUMS), 2015-2019* [Data set]. U.S. Department of Commerce. Retrieved from <https://www.census.gov/programs-surveys/acs/microdata/documentation/2019.html>
Seattle data: *The Racial Wealth Divide in Seattle* (2021 scorecard data). Retrieved from <https://www.prosperitynow.org>



TACOMA HOUSING AUTHORITY

FINANCE REPORT



MOTION

Date: April 26, 2023

To: THA Board of Commissioners

MOTION

Adopt a consent motion ratifying the payment of cash disbursements totaling \$6,338,412 for the month of February 2023.

Approved: April 26, 2023

Shennetta Smith, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of February 2023

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Accounts						
Accounts Payable Checks	Check #'s	96,374	-	96,429		
Accounts Payable ACHs	ACHs	1,814	-	1,864		
Business Support Center				640,072	Program Support	
Moving To Work Support Center				89,901		
Moving To Work Buildings (used by Support Center)				40,007		
Tax Credit Program Support Center				27,656		
Section 8 Programs				66,945	Section 8 Operations	
KeyBank Building				242	Properties	
Salishan 7				31,043		
Alberta J Canada Bldg				298		
Education Program - THDG				462	THDG	
James Center				1,843	Development	
Hillsdale Heights				475		
Bus Development Activity				34		
Department of Commerce Funding for Crisis Residential Center				176,471	Client Support	
Community Services MTW Fund				13,353		
Education Private Grants (Gates, etc.)				50		
AMP 6 - Scattered Sites				13	Public Housing	
AMP 9 - HT 1500 - Subsidy				852		
THA SUBTOTAL				1,089,715		
Hillside Terrace 2 & 1500				2,168	Tax Credit Projects - Reimbursable	
Bay Terrace I & II & Community Facility				9,316		
Housing Hilltop LLLP				11,178		
Arlington Youth Campus				2,547		
Court F (The Rise)				2,707		
Renew Tacoma Housing				21,332		
Salishan 1 - Salishan 6				12,318		
TAX CREDIT SUBTOTAL (Operations & Development - billable)				61,566		1,151,281
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	486,551	-	486,684	288,728	
	ACHs	27,655	-	28,591	3,930,340	\$ 4,219,068
Payroll & Payroll Fees - ADP						\$ 968,063
TOTAL DISBURSEMENTS						\$ 6,338,412



MOTION

Date: April 26, 2023

To: THA Board of Commissioners

MOTION

Adopt a consent motion ratifying the payment of cash disbursements totaling \$6,736,822 for the month of March 2023.

Approved: April 26, 2023

Shennetta Smith, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of March 2023

		Check Numbers				
		From	To	Amount	Totals	
A/P Checking Accounts						
Accounts Payable Checks	Check #'s	96,430	-	96,494		
Accounts Payable ACHs	ACHs	1,865	-	1,940		
Business Support Center				1,013,164	Program Support	
Moving To Work Support Center				117,743		
Moving To Work Buildings (used by Support Center)				53,449		
Tax Credit Program Support Center				32,363		
Section 8 Programs				65,767	Section 8 Operations	
Alberta J Canada Bldg				298	Properties	
Salishan 7				23,707		
Arlington Youth Campus				33,257		
James Center				523	Development	
Hillsdale Heights				475		
Bus Development Activity				34		
SAFE/TRAC				360	Client Support	
Department of Commerce Funding for Crisis Residential Center				159,923		
Community Services MTW Fund				6,231		
Education Private Grants (Gates, etc.)				300		
HUD-FSS Grant				116		
AMP 6 - Scattered Sites				7	Public Housing	
AMP 9 - HT 1500 - Subsidy				387		
THA SUBTOTAL				1,508,103		
Hillside Terrace 2 & 1500				2,730	Tax Credit Projects - Reimbursable	
Bay Terrace I & II & Community Facility				8,910		
Housing Hilltop LLLP				12,985		
Arlington Youth Campus				2,104		
Court F (The Rise)				3,093		
Renew Tacoma Housing				19,329		
Salishan 1 - Salishan 6				9,938		
TAX CREDIT SUBTOTAL (Operations & Development - billable)				59,088	1,567,191	
Section 8 Checking Account (HAP Payments)						
SRO/HCV/VASH/FUP/NED	Check #'s	486,685	-	486,810	201,311	
	ACHs	28,592	-	29,738	4,024,845	\$ 4,226,156
Payroll & Payroll Fees - ADP						\$ 943,475
TOTAL DISBURSEMENTS						\$ 6,736,822

TACOMA HOUSING AUTHORITY

CASH POSITION - Feb 2023

Account Name		Current Balance	Interest
HERITAGE BANK			
Accounts Payable		6,962,216	1.75%
Section 8 Checking		2,631,455	1.75%
THA Affordable Housing Proceeds-Salishan		1,992,068	1.75%
THA Scattered Sites Proceeds		5,946,696	1.75%
FSS Escrows		231,398	1.75%
FSS Forfeitures		2,367	1.75%
CSA Escrows		105,942	1.75%
Note Fund Account		104	1.75%
THA Investment Pool		341	1.75%
THDG - Tacoma Housing Development Group		1,119,270	1.75%
Salishan 7 Operations		1,424,058	1.75%
Salishan 7 Security Deposit		31,175	1.75%
Salishan 7 Replacement Reserve		585,563	1.75%
Salishan 7 Operating Reserve		205,738	1.75%
North Highland Operations		63,780	1.75%
North Highland Security Deposit		24,479	1.75%
Highland Crest Operations		861,682	1.75%
Highland Crest Replacement Reserve		362,703	1.75%
Highland Crest Security Deposit		40,784	1.75%
Outrigger Operations		678,060	1.75%
Outrigger Replacement Reserve		306,060	1.75%
Outrigger Security Deposit		25,604	1.75%
Prairie Oaks Operations		276,769	1.75%
Prairie Oaks Replacement Reserve		47,088	1.75%
Prairie Oaks Security Deposit		6,218	1.75%
Payroll Account		14,419	1.75%
HOME STREET BANK			
James Center North Operations		1,284,309	0.00%
James Center North Security Deposit		75,035	0.00%
WASHINGTON STATE			
Investment Pool		\$ 8,396,633	4.61%
1. TOTAL THA CASH BALANCE		\$ 33,702,013	
Less:			
2. Total MTW Cash Balance		\$ -	
<i>Less Minimum Operating Reserves</i>			
2.01 Public Housing AMP Reserves (4 months Operating Exp.)			
2.02 S8 Admin Reserves (3 months Operating Exp.)		726,000	
2.09 Less Total Minimum Operating Reserves		\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)		\$ -	
3. MTW Cash Held By HUD		\$ 10,404,490	
4. Non MTW Cash Restrictions/Obligations			
4.1 Non MTW Operational Restrictions			
4.10 HUD Restricted - Lot and Property Sales		\$ 7,938,764	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,992,068		
4.102 Scattered Sites Proceeds (Afford Hsg)	5,946,696		
4.20 THA Property Accounts Reserved		\$ 12,702,144	
4.201 Security Deposit Accounts	203,295		
4.202 Highland Crest Operations Reserves	520,000		

TACOMA HOUSING AUTHORITY

CASH POSITION - Feb 2023

4.203 Highland Crest Replacement Reserves	362,703		
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	306,060		
4.208 Prairie Oaks Operations Reserves	177,000		
4.209 Prairie Oaks Replacement Reserves	47,088		
4.210 Salishan 7 Operations Reserves	750,000		
4.211 Salishan 7 Replacement Reserves	585,563		
4.212 North Highland Court Operations Reserves	50,000		
4.213 Housing Hilltop Loan Reserve	8,287,500		
4.30 Rental Assistance Reserves		\$ 889,121	
4.301 Mod Rehab Operating Reserves	106,420		
4.302 VASH, FUP, FYI, NED, EHV & MAIN HAP Reserves	442,994		
4.303 FSS & CSA Escrows	339,707		
4.40 Prepaid Grants		\$ 1,703,467	
4.401 TPS Interlocal (CS-2017-011)	220,215		
4.402 Balmer Foundation - Education Prog (CS-2020-005)	108,664		
4.403 College Spark (PI-2018-005)	52,848		
4.404 GTCF Grant (PI-2019-005)	136,545		
4.405 Kresge Foundation - CHAP Program (RA-2019-009)	15,926		
4.406 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.407 THDG	1,119,270		
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$ 23,233,496	
4.70 Agency Contracted or Budgeted Commitments Remaining		\$ -	
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 23,233,496	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 10,468,517	
6. Development Advances - Project Reimbursement upon draw		\$ 31,034	
6.01 Housing Hilltop LLLP	31,034		



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



RESOLUTION 2023-04-26 (1)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Approval of Accounts Receivable Write Offs

This resolution will authorize Tacoma Housing Authority (THA) to write off bad debts associated with tenant or landlord accounts in the amount of \$14,264.00.

BACKGROUND

THA has established a process of writing off owner receivable bad debt. THA incurs this bad debt when a program participant leaves the Housing Choice Voucher program without timely notifying THA, creating overpayments owed to THA.

Until we write off owner accounts receivable balances as a bad debt, these balances stay on the Housing Assistance Payment (HAP) ledger in our accounting system. The receivable balance also remains as part of our owner receivables that we report to Housing and Urban Development (HUD) in our year-end financials. Once we write off the debt, we can remove them from THA's receivable balance and assign it to the collection agency for collection purposes. THA receives 50% of any proceeds that the collection agency recovers.

THA has notified each owner of his or her debt included in this write off. THA mailed two notices to the last known address of the owner. These notices provide the opportunity for the owner to pay the debt or enter into a repayment agreement with THA. Sending these debts to collections is the last resort.

THA will not send some of these accounts to collections because the balance is past the statute of limitations, or the balance is immaterial (under \$50). Those accounts show below with an asterisk (*).

RECOMMENDATION

Approve Resolution 2023-04-26 (1) authorizing THA to write off tenant accounts totaling **\$14,264.00**.



RESOLUTION 2023-04-26 (1)

(Approval of Accounts Receivable Write Offs)

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

WHEREAS, Tacoma Housing Authority (THA) provided housing assistance payments to property owners in excess to the amount the owner is entitled to receive, and the owner has not repaid this amount to THA; and

WHEREAS, each individual included in this property owners write off has been notified of their debt and given the opportunity to pay prior to this resolution; now, therefore, be it

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

Authorizes THA staff to “write off” the following accounts and send these debts to an external collection agency to pursue collection action:

THA Write offs and Collections

Ledger #	Balance
LD-2018-039935	\$395.00
LD-2017-028837	\$833.00
LD-2017-028606	\$557.00
LD-2017-001253	\$676.00
LD-2017-037406	\$443.00
LD-2017-003388	\$450.00
LD-2017-013444	\$538.00
LD-2019-041984	\$747.00
LD-2017-010976	\$1,557.00
LD-2019-042671	\$966.00
LD-2017-021257	\$620.00
LD-2017-028340	\$1,304.00
LD-2017-006468	\$544.00
LD-2019-043987	\$752.00
LD-2017-028676	\$3,882.00*
	<hr/>
	\$14,264.00
Total THA for Write Off	\$3,882.00
Total THA to Collections	<u>\$10,382.00</u>

Approved: April 26, 2023

Shennetta Smith, Chair

Resolution 2



RESOLUTION 2023-04-26 (2)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Shiloh Baptist S. 13th & S. I street Supportive Housing -- Conversion of HUD-VASH vouchers to Project Based VASH Vouchers

This resolution would authorize the conversion of twenty (20) Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) vouchers to project-based VASH vouchers at the new Shiloh Baptist S. 13th & S. I street Supportive Housing project.

BACKGROUND

Shiloh Baptist S. 13th & S. I street Supportive Housing project will provide 60 units of affordable housing in downtown Tacoma. There will be 20 one-bedroom units at the S. 13th Street building and 20 one and 20 two-bedroom units at the S I Street building. Onsite services will be provided by BIMA (Believing In Myself Again), a local service provider. Services are voluntary and will include, case management services, drug and alcohol assessments as needed, referrals to outside organizations and classes (i.e. parenting, financial management, life skills, job readiness). All units will be leased to families and individuals with an income mix of 30% to 50% area median income. The projected completion date is December 31, 2024.

The Department of Veterans Affairs American Lake Division strongly supports this project and THA's commitment to convert twenty (20) tenant-based HUD-VASH vouchers into Project-Based HUD-VASH vouchers for this project.

Housing and Urban Development (HUD) approval is not required for this conversion. However, a letter of support from the Department of Veterans Affairs Puget Sound Health Care System (American Lake Division) is needed prior to this action, stating it is in support of the decision and committing to continued provision of care management services. On June 23, 2022, THA received letter of support from the VA,

meeting HUD's only requirement for conversion of these vouchers (see Exhibit A). THA and the VA have a strong working relationship, which will streamline the referral of households to occupy the twenty (20) Project Based VASH units set aside at Shiloh Baptist S. 13th & S. I street Supportive Housing project.

RECOMMENDATION

Approve Resolution 2023-04-2 (2) authorizing the conversion of twenty (20) HUD-VASH Vouchers to Project-Based VASH Vouchers at Shiloh Baptist S. 13th & S. I street Supportive Housing project.



RESOLUTION 2023-04-26 (2)

(Shiloh Baptist S. 13th & S. I street Supportive Housing project -- 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, Shiloh Baptist S. 13th & S. I street project will provide 60 units of affordable housing; and

WHEREAS, Shiloh Baptist S. 13th & S. I street 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 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 twenty (20) HUD-VASH vouchers to Project-Based VASH vouchers at Shiloh Baptist S. 13th & S. I street development.

Approved: April 26, 2023

Shennetta Smith, Chair

Resolution 3



RESOLUTION 2023-04-26 (3)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Shiloh Baptist-- Project Based VASH Voucher AHAP

This resolution would award twenty (20) Project-Based HUD-VASH vouchers to the Shiloh Baptist S. 13th & S. I street Supportive Housing project and authorize Tacoma Housing Authority's (THA) Executive Director to execute an Agreement to Enter into a Housing Assistance Payment Contract (AHAP) contract between Tacoma Housing Authority and Shiloh Baptist Church.

BACKGROUND

The Department of Veterans Affairs American Lake Division and Tacoma Housing Authority (THA) signed a letter of support to project-base twenty (20) HUD-VASH vouchers at the Shiloh Baptist S. 13th & S. I street Supportive Housing project.

There will be 20 one-bedroom units at the S. 13th Street building and 20 one and 20 two-bedroom units at the S I Street building. Onsite services will be provided by BIMA (Believing In Myself Again), a local service provider. Services are voluntary and will include, case management services, drug and alcohol assessments as needed, referrals to outside organizations and classes (i.e. parenting, financial management, life skills, job readiness). All units will be leased to families and individuals with an income mix of 30% to 50% area median income. The projected completion date is December 31, 2024.

This partnership will set aside 20 deeply affordable housing units for chronically homeless Veterans who will have supportive services provided by BIMA and VA Puget Sound HUD-VASH case managers.

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 2023-04-26 (3) authorizing THA's Executive Director to execute an Agreement to enter into a Housing Assistance Payment (AHAP) contract with Shiloh Baptist Church.



RESOLUTION 2023-04-26 (3)

(Shiloh Baptist Church -- Project Based VASH Voucher AHAP)

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

WHEREAS, Shiloh Baptist S. 13th & S. I street project will provide 60 units of affordable housing; and

WHEREAS, Shiloh Baptist S. 13th & S. I street 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 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 execute an Agreement to enter into a Housing Assistance Payment (AHAP) contract with Shiloh Baptist Church for its S. 13th & S. I street Supportive Housing project.

Approved: April 26, 2023

Shennetta Smith, Chair

Resolution 4



RESOLUTION 2023-04-26 (4)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Brawner & Company, Financial and Development Services for the Asset Repositioning of Salishan One, Salishan Two, Salishan Three and Hillside Terrace

This resolution would authorize the execution of a contract with Brawner & Company for a not to exceed amount of \$3,000,000 for the re-syndication of Salishan 1, 2, 3 and Hillside Terrace.

BACKGROUND

THA developed Hillside Terrace as a tax credit project in 2002 and Salishans 1-3 in 2005. These projects met their 15-year tax credit compliance period requirements, and the investor, BFIM, exited the partnerships in 2018. The properties are eligible for re-syndication, which will bring in a new lender and investor to finance rehabilitation of these units. Physical Needs Assessments have been conducted on these properties and these will be used to identify the scope of rehabilitation that must be done and that can be financed with this new debt and equity.

Brawner and Company have consulted with THA on the RAD Conversions of Renew Tacoma Housing, Salishan, Bay Terrace and Hillside Terrace. They have also consulted with THA on the financing of Arlington Youth Apartments and The Rise at 19th. And they are currently consulting with THA on the development of Housing Hilltop. The work necessary for the financing and development of the Salishan and Hillside Terrace properties will be extensive and require the expertise of the Brawner team.

The contract will include Pre-Development, Pre-Construction, Construction, Construction Accounting and Asset Management Services. All existing Regulatory Agreements will require restructuring, a new lender and investor procured, HUD NEPA review completed, relocation planned and implemented, and then unit by unit rehabilitation will occur. The contract will extend over a three-year period and is

estimated not to exceed \$3,000,000. Funding for the contract is provided through the development budget and financing. The Scope of Work for this contract is attached to this resolution.

RECOMMENDATION

Approve Resolution No. 2023-04-26 (4) authorizing the contract with Brawner & Company for up to \$3,000,000 for the financial and development services for the asset repositioning of Salishans 1-3 and Hillside Terrace.



RESOLUTION 2023-04-26 (4)

(Brawner & Company, Financial & Development Services for the Asset Repositioning of Salishan One, Salishan Two, Salishan Three and Hillside Terrace)

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

Whereas, THA owns and manages and develops affordable rental housing in Tacoma; and

Whereas, THA is committed to developing additional residential housing in Tacoma to meet THA and community goals and need; and

Whereas, THA financial feasibility, predevelopment, preconstruction, financing and construction management are important tasks to be completed for all new development, acquisition and redevelopment projects; and

Whereas, Brawner & Company was selected through an interlocal agreement with Housing Opportunities of Southwest Washington via THA BOC Resolution 2022-04-27 (6) to provide financial feasibility and real estate development and redevelopment services; and

Whereas, the contract costs are paid through the development financing; now, therefore, be it

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

Approve Resolution 2023-04-26 (4) authorizing the execution of a contract with Brawner & Company for a not to exceed amount of \$3,000,000 for the re-syndication of Salishan 1, 2, 3 and Hillside Terrace.

Approved: April 26, 2023

Shennetta Smith, Chair

ATTACHMENT A
SCOPE OF SERVICES
Financial and Development Services for the Asset Repositioning of the
Salishan HOPE VI Development

Background

Brawner (“Contractor”) and the Tacoma Housing Authority (“THA” or “Sponsor”) have entered into a contract (“Contract”) for professional services for financial and development services related to the repositioning of the Salishan HOPE VI development. Attachment A is included as an exhibit to the Contract.

The four (4) properties, which consist of 316 residential units, included as part of the Contract are:

- Hillside (46 units)
- Salishan One (90 units)
- Salishan Two (90 units)
- Salishan Three (90 units)

The pre-development/pre-construction period is anticipated to encompass a period from February 1, 2023, through June 2024.

Pre-Development Services

Concept Strategy and General Deal Structuring

The Concept Strategy and General Deal Structuring phase will include a review of the proposed tax credit financing strategies, which will take into consideration THA’s strategic goals as they relate to the proposed repositioning. During this phase, a sample review of historic operating data will be analyzed to assist in preparing proposed financial models. These models will include multiple scenarios showing various assumptions for both project revenue funding, as well as development cost. Development cost assumptions will include different variations to project valuations, renovation cost and scope, together with other soft and indirect cost expectations. This information will be presented and recommendations made to THA related to the overall project strategy.

This phase also includes working with team members to set up Sponsorship structure, initial partnership documents, initial project timelines and key milestones, strategic planning, evaluation of deal issues and corresponding solutions, and ongoing team meetings.

Bond Cap Planning & Private Debt Financing

Work with the WSHFC and AWAH to plan and obtain an allocation of private-activity bond cap sufficient to finance at least 50% of the development cost. Planning is interwoven with initial financial modeling in the Concept Strategy phase to ascertain a realistic and politically “saleable” bond amount.

Services for private debt financing will initially include an analysis and subsequent recommendation of the method in which THA (Issuer) will sell their bonds to achieve the most efficient cost effective

structure. These strategies will likely include an analysis of both a private placement and public sale of tax-exempt and taxable bonds. For a private placement of the debt, services will include the preparation of lender RFP packaging and distribution; lender proposal review, comparative analysis and recommendation; lender selection and term sheet negotiations; submittal of required applications; work with THA, counsel and lender to determine debt structure; work with lender on pre-development financing timelines; provide requested lender due diligence documentation; provide ongoing updates to lender as deal points change; assist THA with required resolutions; attend recurring project meetings; work with lender to obtain firm commitment.

For a public sale of the bonds, services will include the preparation of an underwriter RFP package and distribution; underwriter proposal review and recommendation; work with underwriter and bond counsel to determine rating structure; if required, assist THA with obtaining sponsor rating; ongoing work with underwriter, bond counsel and THA to determine debt structuring; work with bond counsel and underwriter to provide information and input into POS; work with underwriter on predevelopment financing timelines; provide requested lender due diligence documentation; provide ongoing updates to lender as deal points change; assist THA with required resolutions; attend recurring project meetings; review and comment on bond purchase agreement and all other debt documents; work with underwriter, bond counsel and THA to approve sale of bonds.

Structuring of Existing Private and Public Funder Debt

Review all existing debt encumbrances and prepare financial analysis and impacts to repayments and/or assumptions. Relating to must pay repayments, work those lenders to determine timelines and specific logistics for repayment. As it relates to potential debt assumptions, work and negotiate with lenders on specific deal terms and assumptions.

Regarding existing THA HOPE VI loans, work with counsel and HUD to determine allowable restructuring parameters. Provide financial analysis as to variables to restructuring.

As it relates to all debt restructuring, work with counsel and lenders to review and approve all related documents, together with the required approvals of the private debt lenders and tax credit investor.

Regulatory Agreements (non-HUD)

Review all existing regulatory agreements (non-HUD) encumbering the projects and create a logistics matrix detailing specific information about each agreement, including term, income and other requirements. Include all proposed regulatory agreements and related requirements within the matrix. Provide recommendations to THA on potential regulatory restructuring, terminations and generally how remaining regulatory requirements will fit within the expected deal structure. As required, work and negotiate with agencies to amend or terminate agreements.

Work with the WSHFC and partnership counsel to prepare and finalize the tax credit regulatory agreement. Review and provide feedback on the tax-exempt bond regulatory agreement.

RAD Use Agreement Restructuring, Assignment & Subordination

Brawner will work with the Authority and HUD to restructure the existing use agreements and assign them to the new partnership. Work includes initial structuring negotiations with HUD, developing path

for approval including any approval process related to the scope of work, PCNA, eTool, LLCI, and other items necessary for assignment. All work necessary to submit request and backup documentation through RAD Resource portal.

RAD HAP and THA PBV Assignment and Renewal

Services include working with HUD as it relates to the requirements for the Transfer of Assistance to the proposed partnership, assisting Owner in putting together a Transfer of Physical Assets (TPA) application, and assisting Client in working with HUD as the project progresses. This includes setting up ongoing meetings with HUD transaction manager, detail timing to meet HUD timelines, work with HUD counsel and provide the required documents.

RAD Rent Restructuring and Negotiations

Initial work includes rent structuring strategy and analysis with THA to determine proper MTW fungibility and impacts on development. Upon determining internal strategy with THA, work with HUD Office of Recap to restructure rents and any approval processes and underwriting necessary for approval. If necessary, work with MTW office and HUD counsel to negotiate restructure with HUD. Work also includes process related to resident notices of rent increases and resident communication as required by HUD in conjunction with THA.

Pre-development budget, Contract Administration and Procurement

Prepare and submit a detailed pre-development budget to THA.

Prepare a Procurement Management Plan to outline the procurement and contract oversight of those third-party vendors providing predevelopment due diligence activities at the Project. The Plan describes how the procurement will be managed, from identification and developing procurement documentation through contract closure. The overall function of procurement is to solicit and engage those “outside” consultants which will complete tasks required during the predevelopment phase to finance, renovate, operate and develop the Project and then describe, in specific terms, under what conditions those tasks should be performed. The Plan identifies and defines the items to be procured, the purpose, special procurement language, types of contracts to be used in support of this project, budget constraints, roles, the contract approval process, and decision criteria. Based on the procurement criteria and the responses to those criteria by specific vendors, Brawner will prepare a bid evaluation and a contract award recommendation to THA.

Depending upon deal requirements, specific 3rd party procurement of professional services could include building and land appraisals, phase I environmental, architectural and engineering services, seismic, utility inspections, membrane consultant, builder’s risk insurance, survey, phase I environmental, rent comparability study, civil/geotech, energy modeling, relocation consultant, pest inspections, legal counsel and MEP engineer.

As part of a continuation of these pre-development services, Brawner will provide 3rd party contract administration and oversight, as well as monthly pre-development budget tracking.

Tax Credit Allocation & Investor Equity

This specific scope of services includes work related to securing an allocation of low income housing tax credits, together with identifying and working with a tax credit investor. Specific services include preparation and submittal of tax credit applications; working with allocating agency to obtain credit allocation; required deal meetings/conferences; LIHTC Investor RFP packaging and distribution; investor proposal review, comparative analysis and recommendation; investor selection and term sheet negotiations; assist with required THA investor resolutions; provide ongoing updates to investor as deal points change.

Investor & Lender Due Diligence

This scope of services shall include the tracking of all due diligence documents, facilitating the completion of those documents, hosting a secure FTP site for the distribution of such documents and chairing weekly due diligence calls (separate for lender and investor) through closing. Additionally, this would include working with both bond counsel, investor counsel, lender counsel and partnership counsel in reviewing, editing and commenting on all equity, bond, regulatory, lender and other financing documents, working with partnership counsel and title company to provide approved title, survey and environmental clearance and attending regular scheduled review meetings.

Financial and Project Operations Underwriting

Financial Model Projections includes initial LIHTC equity assessment and deal term structuring, construction and permanent underwriting, preparation of detailed project cost assumptions with underlying assumptions, notes and exclusions, investor return analysis, minimum gain and residual value analysis, monthly source and use schedule. Models will be updated on a regular basis.

Operations Underwriting includes detailed underwriting of both project revenue and expense projections during construction, as well as stabilized operation. Projections will be based on a detail review of historic operating information of each project over a 3-year period; review of annual audits and tax returns; conversation with THA management, together with an understanding of the financial operating impact from the proposed renovation work; , ascertain current resident qualification status and potential impact to credit delivery; proposed lease-up and qualified unit absorption study for each project.

HUD NEPA Environmental Review

Brawner to work with THA and environmental consultant to obtain Part 58 NEPA approval. It is assumed that the City of Tacoma will take the role of Responsible Entity. Brawner will work with the environmental consultant and the City of Tacoma for the Request for Release of Funds, FONSI, and other required publications necessary. The process will also involve the consultation of the local field office to ensure compliance with NEPA regulations.

Relocation Planning

Work related to relocation planning includes strategizing with THA staff to determine the overall strategy for both over-qualified residents as well as residents who will need to be relocated as a part of the renovation. Brawner shall work with THA and/or a relocation consultant to determine relocation scheduling related to the interior unit renovation. Relocation Planning shall culminate in the presentation of a written Relocation Plan which shall serve as a guide for relocation during the Construction Phase of the Project

RAD Evidentiary Submission

Work with HUD Counsel to provide all required documents to be submitted to HUD prior to closing. Submission of evidentiary package to HUD, work with account executive to approve package. Work with HUD assigned attorney to approve evidentiary package and amend and assign Use Agreement and necessary subordinations as needed.

RAD Closing

With HUD Counsel to approve the closing, amend and approve all project documents, execution of the assignment of the Use Agreement, execution of the assignment, assumption, and renewal of the RAD HAP contract, and any legal description changes necessary per HUD. The RAD closing is expected to occur just prior to financing closing with executed documents held by escrow until authorization.

Transaction Closing

Services include providing the Closing Memorandum detailing the flow of revenue sources at closing as well as the instruction (wire or other) on where such funds are to be directed. Work also includes providing Bond Counsel with the necessary use of funds, flow of bond funds and analysis of “good” and “bad” bond costs, providing the closing draw binder including closing draw to lender, receipt of and coding of project invoices to include in closing draw, working with escrow agent to finalize approved settlement statement and leading closing calls with all project team members.

Pre-Construction Services

Brawner shall prepare a Renovation Scope Management Plan and submit it to THA for approval. The Renovation Scope Management Plan (Scope Plan) will be used as the basis for design scoping and construction estimating. The Scope Plan will include:

- a) Development description and summary deficiency observations
- b) Intangible factors in determining current and future component condition
- c) Considerations in establishing replacement precedence
- d) Estimated useful life of interior unit components
- e) Replacement assessment
- f) Scope and specification determination
- g) Design/Specification responsibility
- h) Target cost estimating
- i) Summary of key renovation categorical work scope
- j) Phasing and scheduling

Other services related directly to construction prior to the transaction closing shall also include the attending OAC Meetings with project team; provide feedback and guidance on scope and budget parameters; work with architect on design and specification parameters; work with THA, architect and general contractor to provide value engineering and alternate recommendations to plans and specs; work with contractor to develop valid contractor cost estimates; work with contractor and THA to develop construction time-lines; review contractor bid packages; review final contractor bids and provide comparative analysis to budget; provide guidance to contractor on the set-up of payment

applications; and be available for meetings/calls with project team to discuss design, logistics and budget concerns.

Pre-Development & Pre-Construction Compensation

For the above indicated Pre-Development and Pre-Construction scope of services for the 316-units, Brawner shall charge a Fixed Fee equal to \$2,350,000. This fee shall be paid to Brawner by the partnership at Transaction Closing. It should be noted that in no case shall the total fee exceed 30% of the total eligible developer fee for the transaction. This indicated fee is based on a closing date of June 2024.

Construction Services

Brawner will provide Owner's Representative's services during the construction phase of the project. Fees for this service shall be allocated to the construction management task of the budget.

The Owner's Representative's basic services shall consist of those services that are described more specifically below or derived more logically from the terms of this scope, and any other services normally performed by an Owner's Representative employed to administer a project of this nature. The scope of the Owner's Representative's basic services is to also include those Owner's Representative services not described that are reasonable, consistent with, and necessary to provide the Owner with a complete and functioning facility. For purposes of construction consultation services to be provided by the Owner's Representative, the following descriptions shall apply:

- (1) General Administration of Project. The Owner's Representative shall be involved in the construction phases of the Project on behalf of, and as the authorized representative of, the Owner. The Owner's Representative shall consult with the Owner, attend Project meetings, and communicate with members of the Project Team. The Owner's Representative shall coordinate the services provided by the Owner's Representative's with those services provided by the Owner and the Owner's consultants, the Project Architect and the General Contractor.
- (2) Master Project Schedule. The Master Project Schedule is to be prepared by the General Contractor for the Project, and shall identify benchmark and milestone dates for decisions required by the Owner for the delivery of design services furnished by the Project Architect, and commencement of construction and substantial completion of the work. The Owner's Representative shall provide recommendations to the Owner regarding the Master Project Schedule and the scheduling and sequencing of the work and shall work with contractors to enforce the schedule for the Project to assure Substantial Completion by the date established by such schedule.
- (3) Pre-Commencement of Construction Meetings. The Owner's Representative shall attend advance construction progress meetings with the Project Team and the contractors for the Work or portion of the Work in order to (a) review the schedule, budget, quality requirements, and sequencing of the Work; (b) review and monitor mutual Project goals, and obtain an understanding of the entire Project; (c) review issue resolution procedures; and, (d) facilitate

information flow to and from the Owner and Project Architect using requests for information from the contractors and the routing of inquiries for interpretation of the Contract Documents.

- (4) Coordination of the Work. The Owner's Representative shall consult with the Project Architect and General Contractor with regard to the requirements of the plans and specifications and Master Project Schedule for the Project as may be necessary to properly coordinate the Work of the various contractors and report to the Owner, if necessary, any issues or concerns regarding such coordination.
- (5) Construction Meetings and Conference Calls. The Owner's Representative shall attend all daily, weekly and monthly meetings and/or conference calls with the Project Team, including the Project Architect and General Contractor, and represent the interests of the Owner during these meetings, as well as document and report to the Owner any and all pending challenges to the Project's quality of construction or materials and on time and under budget completion that arise.
- (6) Insurance and Bonding. The Owner's Representative shall verify the receipt by the Owner from each contractor the performance and payment bonds with a well rated surety company; and, shall verify that the contractor has all required insurance with the specified levels of coverage as set forth in the contract documents for each such contract, and assure that the Owner has a copy of the certificate of insurance from each contractor on file for the term of the contract.
- (7) General Conditions of Contractor Contracts. The Owner's Representative shall review the administration of the contracts for construction in conjunction with the General Contractor to confirm compliance by each contractor on the Project with the General Conditions of the Contract for Construction adopted by the Owner for the Project, or such other general conditions of construction contract document specified by the Owner.
- (8) Update of Master Project Schedule. The Owner's Representative shall review all updates to the Master Project Schedule by the General Contractor as the construction phase of the Project progresses.
- (9) Reports to Owner. The Owner's Representative shall provide reports to the Owner, when necessary, on the progress of the entire Work. When necessary, the Owner's Representative shall review the General Contractor's daily log of activities at the site, including: A record of weather; contractors working on the site; number of workers; a list of visitors, their titles, and time and purpose of their visit; nature and location of Work accomplished; verbal instructions and interpretations given to contractor; specific observations of the Work on that day; any occurrence or Work that might result in a claim for a change in Contract Sum or Contract Time; and, problems encountered and other similar relevant data as the Owner may reasonably require.
- (10) Quality Control. The Owner's Representative shall review the quality control of the construction of the Work by the General Contractor and contractors. The Owner's Representative shall consult with the General Contractor on the means and methods employed by the General Contractor to assure that the Work of each contractor or subcontractor is being performed in accordance with the requirements of the Contract Documents, endeavoring to guard the Owner against defects and deficiencies in the Work. As appropriate, the Owner's Representative shall have authority, upon written authorization from the Owner, to require additional inspection or testing

of the Work by the General Contractor in accordance with the provisions of the Contract Documents, whether or not such Work is fabricated, installed or completed. The Owner's Representative, on behalf of the Owner and in consultation with the Project Architect, may reject Work which does not conform to the requirements of the Contract Documents. The Owner's Representative shall review the General Contractor's contractor performance report and make recommendations, when necessary, to the Owner. The Owner's Representative shall recommend a course of action to the Owner if construction contract requirements are not fulfilled.

- (11) Cost Control. When requested by the Owner, the Owner's Representative shall review the General Contractor's system of monitoring the Cost of the Work. To ensure the Cost of the Work is within the budget parameters established for the Project, the Owner's Representative, on behalf of the Owner, shall:
- (a) Monitor Estimate of Construction Cost. Monitor the approved estimate of construction cost and review actual costs for activities in progress and estimates for uncompleted tasks by way of comparison with such approved estimate.
 - (b) Review of Cash Flow Reports. Review cash flow reports and forecasts for the Project and advise the Owner and the Project Architect as to variances between actual and budgeted or estimated costs.
 - (c) Review Cost and Payment Status Report. Review the General Contractor's cost and payment status reports, if any.
 - (d) Monitor Contractor Allowances. Review the General Contractor's allocation of cost to allowances and track balances.
 - (e) Monitor, Track and make Recommendations as it Relates to the Owner's Construction Contingency. Monitor and keep track of the Owner's Contingency fund including actual, proposed owner changes as well as Owner wish list items and provide summary reports as to this information on a monthly basis.
- (12) Processing and Approval of Shop Drawings, Product Data, Samples and Other Submittals. The Owner's Representative shall review the procedures established by the Project Architect for expediting the processing and approval of Shop Drawings, Product Data, Samples and other submittals by the Project Architect. The Owner's Representative may, as deemed appropriate and necessary, review Shop Drawings, Product Data, RFI's, ASI's, and samples and other submittals from the contractors. The Owner's Representative shall coordinate submittals with information contained in related documents and transmit to the Project Architect those which have been approved by the Owner's Representative.
- (13) Evaluation of Contractor Performance. The Owner's Representative shall review the General Contractor's evaluation of contractors. In consultation with the Owner and Project Architect, the Owner's Representative shall recommend to the Owner necessary corrective actions when requirements of a contract or a contractor's schedule are not being met.
- (14) Review and Processing Change Orders. The Owner's Representative shall review and make recommendations to the Owner on Change Orders.

- (15) Applications for Progress and Final Payments. After being certified by the General Contractor, the Owner's Representative shall review and make recommendations to the Owner on all applications for payment submitted by the General Contractor and/or contractors. The Owner shall be responsible for making payment on all approved applications for payment directly to the General Contractor.
- (16) Review the Safety Programs. The Owner's Representative shall review the safety programs developed by the General Contractor for each of the contractors or subcontractors and make recommendations to the Owner and General Contractor. Owner's Representative shall make ongoing inspections of the site and work related to safety procedures and report to Owner should resident safety be at issue.
- (17) Monitor Third Party Testing and Inspections. The Owner's Representative shall confirm with the Project Architect and General Contractor that all third-party testing and inspections required by law or regulation, or the contract documents have been performed according to the process and procedures required by governmental authorities or the plans and specifications, and provide assistance to the Project Team with the retention of such third-party testing and inspection providers and confirming the number of tests or inspections required.
- (18) Project Completion. As part of determining Project completion and issuing Certificates of Substantial Completion, the Owner's Representative shall:
- (a) Testing and Start-Up of Systems. With the General Contractor and the Owner's maintenance personnel or designee, the Owner's Representative shall observe the contractors' final testing and start-up of utilities, operational systems and equipment, and observe training sessions of personnel on all new mechanical/electrical or other equipment ensuring proper documentation of the training and as appropriate videography of the training for future use, and that the Owner's operations and maintenance manuals for the facility are properly distributed and in compliance with industry standards.
 - (b) Check Conformance of the Work. When the Owner's Representative has been advised by the General Contractor that the Work or a designated portion thereof is substantially complete, the Owner's Representative shall meet with the Project Team and the contractor(s) or subcontractor(s) to check the conformance of the work with the plans and specifications, and shall review the General Contractor's list of incomplete or unsatisfactory items and its schedule for their completion. The Owner's Representative shall assist the Project Architect in conducting inspections to determine whether the Work or a designated portion thereof is substantially complete.
- (19) Determine the Date or Dates of Substantial Completion and Move-In. The Owner's Representative shall work with the Project Team to supervise final inspections and acceptance of the Project by the Owner and determine the date or dates of Substantial Completion and the date of final completion for each contractor. In conjunction with the Project Architect, the Owner's Representative shall review the issuance of Certificates of Substantial Completion; and forward to the Owner, any written warranties and related documents required by the Contract Documents and assembled by each contractor. Punch Lists and Separate Warranty Work Lists. Work with the Owner through their respective staff personnel, to develop a final

punch list, producing a schedule with the General Contractor for completion of each of the punch list items, work with the General Contractor and Project Architect to develop a weekly program to validate the implementation of the punch list schedule, estimate the remaining cost to complete the punch list items for withholding that amount from the General Contractor's or contractor's Application for Payment over and above any required retainage, and facilitate the sign-off on all of the punch list items by the Owner and the Project Architect.

- (20) Warranties, Guarantees, Operating and Maintenance Instruction Books. Review written warranties, guarantees, operating and maintenance instruction books, keys, diagrams, charts, record drawings, and technical specifications required of the construction contractors.
- (21) Balances on Contracts and Retainage. When the Work is found to be substantially complete, the Owner's Representative shall inform the Owner about the balance of the Contract Sum remaining to be paid to the contractor, including the amount to be retained from the Contract Sum, if any, for final completion or correction of the Work.
- (22) Bonding and Consent of Sureties. The Owner's Representative shall forward to the Owner the following information received from the contractor: (1) consent of surety or sureties, if any, to reduction in or partial release of retainage or the making of final payment; (2) affidavits, receipts, releases and waivers of liens or bonds indemnifying the Owner against liens; (3) any other documentation required of the contractor under the Contract Documents; and, (4) a final Notice of Substantial Completion.
- (23) As-Built Drawings. The Owner's Representative shall review As-built Drawings prepared and submitted by the Project Architect. The Owner's Representative may require a contractor to maintain and update throughout the construction period a set of construction plans and specifications noting as-built conditions. The Owner's Representative shall on behalf of the Owner work with contractors and suppliers with regard to the preparation of operating and maintenance manuals and training personnel for operation and maintenance.
- (24) Contract Close-out. The Owner's Representative shall work with THA and other Project Team members to close-out the Contract as required by the tax credit investor and lender for release of retention and other documentation required by the tax credit investor and lender.

Construction Oversight Compensation

For the above indicated work, Brawner shall charge a fee equal to 1.00% of the contractor's Lump Sum Contract (excluding sales tax). Fifteen (15%) percent of the total fee shall be due at closing, with the remaining portion of the fee being paid monthly over an estimated 18-month construction and close-out period, in equal monthly payments.

Financial Management – Construction Accounting & Asset Management

Construction and Cost Accounting

Brawner to prepare and submit monthly draw reports (electronic) to meet the requirements of the lender and investor. Brawner will review each invoice as logged by the Sponsor into the project tracking

document. This tracker will serve as a master database for all of the project's sources and uses. Prepare vendor payable schedule. Brawner will assist Sponsor in validating and categorizing all invoices.

Brawner will provide the lead in identifying out of balance development cost categories prior to them becoming an issue, and make recommendations in preparing budget reallocations as necessary. Prepare and monitor budget schedules and works to ensure that the project stays on track.

Prepare periodic 50% bond test analysis and "go-forward" projections for each project within the development.

Update financial modeling monthly with current cost and projections. Sponsor and/or third-party manager will provide monthly operating statements such that Brawner can monitor cash flow projection variances.

For work related to obtaining the draft and final cost certification, which includes working with the Sponsor and the partnership accountant to reconcile and audit development cost by category, estimate eligible basis by building, determine 1st and 2nd year qualified occupancy, reconcile revenue sources, and provide a review of the final cost certification to be submitted to the OHCS.

Brawner shall work with THA to provide assistance in working with the investor to ensure scheduled equity funding. For work related to converting the construction loan to the permanent loan, Brawner shall take the lead in working with the Sponsor and the lender to convert the loan as required.

Asset Management

Asset Management Services through project stabilization includes work with the Sponsor/Management Company to prepare annual operating budgets for investor and lender; review and provide feedback on monthly reports; monitor lease-up operating budgets and tax credit absorption figures against projections; tracking qualified unit absorption; vacancy tracking and; ongoing weekly asset management calls with the Sponsor/Management Company.

Financial Management Compensation

Related to the Construction and Cost Accounting scope of services as defined above, Brawner shall be paid a fee equal to \$4,000 per month, for each month construction draws are submitted, including the retention draw. An initial draw set-up fee of \$4,500 shall be paid to Brawner at transaction closing. A fee of \$10,000 shall be paid for Cost Certification related work at the point in time in which the Final Cost Certification is submitted. Related to the final equity pay-in and permanent loan conversion, a fee of \$10,000 shall be due at the time the permanent loan is converted.

Related to the Asset Management scope of services as defined above, Brawner shall be paid a fee equal to \$2,500 per month, for each month through 100% qualified occupancy.

For other work not included above that is requested by Sponsor or Partnership, the fee paid to Brawner shall be based on the following hourly rates.

Schedule of Hourly Rates for 2023 and 2024

Name	Hourly Rate
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Jim Brawner, President	\$350
Zak deGorgue, Managing Director	\$300
Matt Chantry, Managing Director of Development	\$250
TBD, Transaction Manager	\$120
Jack Brawner, Senior Construction Project Manager	\$195
Josh Merzlak, Construction Project Manager	\$160
TBD, Asset Manager	\$145
Administrative Staff	\$100

IN WITNESS WHEREOF, the Sponsor and the Contractor each represent and warrant that the representative signing this Contract on such party's behalf is duly authorized.

SPONSOR: **TACOMA HOUSING AUTHORITY**

By: _____
April Black, Executive Director, Tacoma Housing Authority

Date: _____

CONTRACTOR: **J. H. BRAWNER & COMPANY**

By: _____
James Brawner, President

Date: _____

Resolution 5



RESOLUTION 2023-04-26 (5)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Revision to THA Policy HR-35.01 Time Away From Work

This resolution would revise THA's Time Away from Work policy to allow staff more options to cash out accrued vacation.

BACKGROUND

THA's Time Away from Work policy includes language about employees' ability to cash out accrued vacation time. THA encourages staff to take time away from work and use vacation leave. Circumstances do not always allow staff members to fully utilize their leave and/or financial circumstances arise where a staff member would prefer to cash out leave. THA's current cash-out policy is restrictive. THA Policy HR-35.01 7.3.2 states:

Employees may not carry over more than forty (40) days (320 hours) of vacation time from one calendar year to the next. In the event that unforeseen circumstances beyond the employee's control prevented them from taking vacation during the year, accrued time in excess of forty (40) days (320 hours) up to a maximum of five (5) days shall be cashed out as of December 31st of each year.

An employee whose salary is at or above the top of the salary range for his/her position may cash out up to eighty (80) hours of accrued vacation during each calendar year. An employee wishing to cash out accumulated vacation under this provision may do so once during each calendar year.

This resolution would allow any staff member with more than 40 hours of accrued vacation to cash out as long as 40 hours remain available for use as vacation leave. There will be no restriction on the number of times a staff member may request a cash-out. The language in THA Policy HR-35.01 7.3.2 will be replaced with the following:

Employees may carry up to forty (40) days (320 hours) of vacation time from one calendar year to the next. If an employee would prefer to cash out vacation leave, they may do so. The only restriction is that employees must still have 40 hours of leave available after completing a cash-out. (For example, an employee with 56 hours of accrued vacation may cash out up to 16 hours.)

Employees may not cash out sick leave, and there is no carry-over restriction for sick leave.

A change to the policy will have a minimal impact on THA's finances. If a person were to leave THA, they would be paid 100% for their accrued vacation leave. Accrued leave is carried as a liability on THA's financials. The cost to THA would be the same if a staff member were to cash out vacation while working at THA or after leaving.

RECOMMENDATION

Authorize THA's Executive Director to revise THA's Policy HR 35.01 Time Away from Work.



RESOLUTION 2023-04-26 (5)

(Revise THA's Policy HR 35.01 Time Away from Work)

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

WHEREAS, THA may have circumstances where employees would prefer to cash out versus use accrued vacation time; and

WHEREAS, vacation leave is worth 100% upon an employee's exit from THA; and

WHEREAS, there is no financial impact to THA; 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 revise THA Policy HR-35.01 Time Away from Work.

Approved: April 26, 2023

Shennetta Smith, Chair



TACOMA HOUSING AUTHORITY

Policy No.	HR-35.01
Policy	Time Away From THA
Date	April 26, 2023

1. Purpose

The Agency values the time, dedication and effort that each employee contributes to THA, THA's mission and vision, and the people we serve. In that regard, THA provides a robust offering of time off options to encourage and allow employees to reasonably balance work and personal life.

This policy describes the leave provided for holidays, religious holidays, floating holidays, vacation, bereavement, jury or witness leave, time off to vote, and unpaid leaves of absences for THA staff. Nothing in this policy affects or supersedes any federal or state law or collective bargaining agreement that may provide greater entitlements to medical or family leave than those set forth in this policy. Medical and family leave options are described under *THA Policy HR-35.15 Family and Medical Leave*.

2. Sources for Policy

- ▶ *THA and OPEIU Collective Bargaining Agreement*
- ▶ *THA and Trades Collective Bargaining Agreement*
- ▶ *THA Policy HR-50.01 Employment Separation*
- ▶ *RCW 2.36.165 Leave of absence from employment to be provided*
- ▶ *WAC 296-126-092 Meal periods — Rest periods*
- ▶ *RCW 49.28.120 Employer's duty to provide time to vote*

3. Scope of Policy

This policy applies to THA staff according to their employment, FLSA, and union status.

4. Who is Responsible for Implementing Policy

Who	Responsibilities
<i>Human Resources Department</i>	<ul style="list-style-type: none"> ▶ to be sufficiently familiar with this policy and appropriate Collective Bargaining Agreements and to consistently apply this policy to all staff members; ▶ to inform all new employees of these leave options; ▶ to administer all leave policies and options; ▶ to assist employees and supervisors in understanding and using their leave options.
<i>Director of Finance</i>	<ul style="list-style-type: none"> ▶ to be sufficiently familiar with this policy and appropriate Collective Bargaining Agreements and to consistently apply this policy to all staff members; ▶ to make all necessary adjustments in payroll and other activities and records resulting from employee use of benefits.
<i>Supervisors</i>	<ul style="list-style-type: none"> ▶ to be sufficiently familiar with this policy and appropriate Collective Bargaining Agreements and to

	<p>consistently apply this policy to all staff members;</p> <ul style="list-style-type: none"> ▶ to support staff who use available leave for appropriate purposes to achieve a healthy work and life balance ▶ to authorize or deny leave options based upon legal requirements and the best interests of the department or agency; ▶ to contact the Human Resources Department with any questions regarding this policy
<i>All Staff</i>	<ul style="list-style-type: none"> ▶ to be sufficiently familiar with and abide by this policy and appropriate Collective Bargaining Agreements; ▶ to use leave options appropriately and honestly and for their intended purpose; ▶ to provide the appropriate notices, forms and/or certifications required by the policy governing the use of appropriate leave options.

5. Definitions

None

6. Forms Associated with this Policy

7. Policy

7.1 Designated Holidays

THA provides ten (10) paid designated holidays and two (2) floating holidays to staff scheduled to work forty (40) hours per week. Staff who work 24 or more hours per week will receive pro-rated benefits. Holiday pay is based upon the employee's base pay rate.

Each year, THA's Human Resources department announces the specific days on which designated holidays will be observed. Below is a table detailing these holidays.

1. New Year's Day	7. Labor Day
2. Martin Luther King Day	8. Veteran's Day
3. Presidents Day	9. Thanksgiving Day
4. Memorial Day	10. Day after Thanksgiving
5. Juneteenth	11. Christmas Eve
6. Independence Day	12. Christmas Day

Any holiday falling on a Saturday will be recognized on the preceding Friday. Any holiday falling on a Sunday will be recognized on the following Monday.

7.1.1 Religious Holidays

If an employee's religious beliefs require observance of a holiday not included in the basic holiday schedule, the employee may, with his/her supervisor's approval, take the day off using a floating holiday, annual

leave or leave without pay. Employees should seek approval for such absences well in advance to ensure work coverage.

7.1.2 Eligibility to Receive Designated Holiday Pay

Full-time regular employees will receive eight hours of pay for the holiday. Part-time regular employees who are regularly scheduled to work more than 24 hours per week will receive holiday pay on a pro-rated basis. Part-time employees working less than 24 hours per week and temporary staff on any schedule do not receive holiday pay. Employees on a flex-time schedule should refer to *THA Policy HR-25.10 Working Hours* for holiday pay options. A designated holiday that occurs during the Probationary Period will be paid. Staff must work their normally scheduled work hours on the days immediately preceding and following the designated holiday.

Exception: If a staff member is absent on either or both of the days before and after a holiday with approved scheduled time off, they will receive holiday pay for the holiday. A staff member who is scheduled for work on a designated holiday and who fails to work that scheduled day will not receive holiday pay - except when a supervisor excuses such an absence for the staff member.

Staff who are obligated to annual military temporary training duty are fully eligible for all holidays.

7.1.3 Holidays that Coincide with Certain Other Types of Absences

Any holiday falling within the period of an employee's vacation will be considered as a paid holiday and will not be deducted from the employee's accrued vacation.

Any holiday falling within the period of an employee's sick leave will be considered as a holiday and will not be deducted from the employee's accrued sick leave.

Any holiday falling on an employee's regularly scheduled day off (within the work week) will be available to the employee as an additional floating paid day off subject to the approval of the employee's supervisor and must be used within the sixty (60) days following the observed holiday.

7.1.4 Union Employees

Employees covered by a collective bargaining agreement should refer to their contract for specifics on holidays.

7.2 Floating Holidays

THA provides two (2) floating holidays each calendar year to staff scheduled to work forty (40) hours per week. Staff who work twenty-four (24) or more hours per week will receive pro-rated benefits. Newly hired employees will not be entitled to use floating holidays until after the successful completion of their probationary period. Staff who work fewer hours and temporary staff do not

receive floating holidays. Holiday pay is based upon the employee’s base pay rate.

Eligible employees may choose their floating holidays during each calendar year as authorized by the supervisor. A supervisor has the option to authorize or deny the use of a floating holiday based upon the impact to normal department or agency operations. Floating holidays do not carry over from one calendar year to the next.

7.3 Vacation

Vacation leave is intended to provide paid time away from work to rest and relax. It is not a form of wages or other deferred compensation and is paid upon separation of employment only as provided in the applicable collective bargaining agreement and by *THA Policy HR 50.01 Employment Separation*.

7.3.1 Vacation Accrual

Some represented staff members hold ‘grandfathered’ rights according to their respective Collective Bargaining Agreements. See the appropriate Collective Bargaining Agreements for specifics. For all other employees eligible to receive vacation time, the rate of vacation accrual, which may be adjusted from time to time, is as follows:

Length of Service		Total Annual Vacation Days
1)	Employees with 0 to 5 years service	14 days
2)	Employees with over 5 to 9 years service	16 days
3)	Employees with over 9 to 14 years of service	18 days
4)	Employees with over 14 to 20 years service	22 days
5)	Employees with over 20 years of service	24 days

Full-time regular employees will accrue these paid vacation days on a bi-weekly basis. Eligible part-time staff working more than twenty-four (24) hours per week shall accrue pro-rata vacation leave benefits. Staff working fewer than twenty-four (24) hours and temporary employees do not receive and are not eligible for any vacation benefits. Employees do not accrue vacation benefits during a leave without pay or during a workers compensation time-loss period.

Employees accrue vacation but are not eligible to use the accrued vacation until after the successful completion of their probationary period.

7.3.2 Carry-over and Cash-Out

Employees may carry up to forty (40) days (320 hours) of vacation time from one calendar year to the next. If an employee would prefer to cash out vacation leave, they may do so. The only restriction is that employees must still have 40 hours of leave available after completing a cash-out. (For example, an employee with 56 hours of accrued vacation may cash out up to 16 hours.)

Employees may not cash out sick leave, and there is no carry-over restriction for sick leave.

Accrued but unused vacation will be paid out upon separation from employment according to the *THA Policy HR-50.01 Employment Separation*.

7.3.3 Vacation Approval

All vacation leave shall be taken at a time mutually agreeable to the employee and his or her supervisor. THA reserves the right to deny requested vacation leave when such leave would interfere with operations or create an adverse impact on the completion of work. Especially during busy holiday seasons, THA urges employees to secure vacation approval well in advance of desired vacation days to allow for work coverage.

7.3.4 Vacation Usage

Non-exempt-paid staff may use vacation time in increments of 30-minutes. Exempt staff may use vacation in full day increments only.

7.4 Bereavement Leave

All regular full-time employees and part-time employees regularly scheduled to work more than 24 hours a week will be granted up to four days off with pay in the event of a death in the employee's immediate family.

For purposes of this policy, immediate family member means spouse, registered domestic partner, father, mother, stepparent, mother-in-law, father-in-law, foster parent, brother, sister, stepchild, child, foster child, adopted child, child for whom the employee has parenting responsibility, grandparents, or grandchild of employee.

For the purpose of attending the funeral a maximum of one days' Bereavement Leave with pay may be granted for the death of son-in-law or daughter-in-law of the employee or the death of the employee's-spouse's or employee's registered domestic partner's foster parent, brother, brother-in-law, sister, sister-in-law, stepchild, child, foster child, grandparents or grandchildren.

This time off will be prorated for part-time employees. If an employee needs additional time off, they may use accrued leave or leave without pay subject to the approval of the employee's supervisor. When requesting bereavement leave, employees should inform their immediate supervisor of the deceased family member and the date of death. Proof of death and/or relationship may be required.

Temporary staff do not receive paid bereavement leave.

7.5 Jury or Witness Duty

Employees who are required by law to render jury service will be granted paid time off during the period of jury duty. Staff scheduled to work part-time will receive prorated pay. Temporary workers will not receive paid leave for jury or witness duty.

Employees should notify their supervisor as soon as possible after receipt of a juror summons so that operational adjustments can be made as needed during the employee's absence. A copy of the juror summons must be provided upon request. Depending upon the significance of impact to the department and/or agency, the employee may request of his or her supervisor an excuse from meeting the obligations of a jury duty subpoena. In such cases, THA will provide documentation to the relevant court supporting the waiver request.

Employees should contact their supervisor for instruction as to whether to return to work if there is a break greater than four hours during jury duty where the employee is not required to report to the court; depending on the circumstances, an employee may be required to return to work during such a period. An employee subpoenaed to testify in court related to his or her duties for THA will be granted paid time off for the period they serves as a witness.

Employees shall remit to THA any compensation they receive from the court for this duty except they may keep any court reimbursement for travel expenses. Temporary employees will be allowed to attend to jury duty; however they will not be eligible for jury or witness paid leave.

7.6 Time Off to Vote

If an employee's work schedule on the day of an election does not provide the employee two free hours during the time the polls are open, THA will permit the employee to take a reasonable amount of time (up to two hours) to leave work for voting purposes. Employees are encouraged to arrange for an absentee ballot if their work schedule will provide insufficient time to vote in person; time off to vote will only be approved where there was insufficient time to secure an absentee ballot during the period between the time an employee is informed of his/her work schedule and the date of the election.

7.7 Administrative Leave

On a case-by-case basis, THA may place an employee on administrative leave with or without pay for an indefinite period of time. Administrative leave may be used when it is in THA's best interests, such as during the pendency of an investigation.

7.8 Leave Without Pay (LWOP)

Subject to operational and other considerations, THA may grant a leave of absence without pay for an absence not covered by any other type of leave. Any available accrued leave must be exhausted before an unpaid leave will be

approved and benefits do not accrue during LWOP. An example of an absence that may qualify is a prolonged illness or medical condition for which an employee needs reasonable accommodation. Depending on the circumstances, an employee may be placed on inactive employment status.

Where permitted by the plan documents of the employee health and welfare plans, and in accordance with current law, the eligible employee may elect to pay 102% of monthly premiums in order to continue their group insurance during a LWOP.

7.8.1 Authorization

The employee must request the leave without pay in writing to their supervisor specifically expressing the need for an extended leave without pay. In circumstances where requesting such leave through the supervisor is inappropriate, then the eligible employee may elect to send their written request directly to the Human Resources Department.

Only the Executive Director may authorize such leaves without pay. The employee may grant or decline these requests at his or her sole discretion.

7.9 Unauthorized Leave

Unauthorized leave occurs when an employee does not report to work, does not return to work following a break or extends an authorized absence without contacting their immediate supervisor and getting authorization. Unauthorized absences will be considered sufficient cause for disciplinary action, including suspension and/or termination at THA's discretion.

Any employee who does not come to work and fails to contact their supervisor for three (3) consecutive business days will be considered to have resigned without notice. As such the employee will not be eligible for rehire.

7.10 Benefits During Leave

Employees who are on a paid leave of absence shall continue to receive benefits they were entitled to prior to the start of their leave, including the accrual of vacation, sick leave, holidays, retirement and health insurance benefits. Unless stated otherwise in these policies, an employee's benefits (including health insurance and leave accruals) will be suspended during any period of unpaid leave in excess of 30 consecutive days. In certain cases, self-payment of insurance premiums may apply (see COBRA information in *THA Policy HR-20.01 Employment Benefits*).

Resolution 6



RESOLUTION 2023-04-26 (6)

Date: April 26, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Additional Paid Staff “Rest and Wellness” Days for 2023

This resolution would designate six (6) days as paid staff “Rest and Wellness” days in 2023.

BACKGROUND

This resolution will designate six (6) days as paid staff “Rest and Wellness” days. These days are:

- April 21
- August 4
- September 1
- November 20-22

There may be questions about why we provide specific paid days off rather than encouraging staff to take vacation leave. We have observed that THA’s work pace was excessive in 2023. This pace has been caused by: multiple emergencies within THA’s portfolio; the training impacts of the Yardi conversion; at least monthly internal training related to human resources; safety, and fair housing; and some prolonged understaffing in our customer-interfacing departments. THA staff care about one another and often feel guilty taking time off when the coworkers left at work are so overburdened. Closing the office for “Rest and Wellness” days will allow us to close our offices to the public and have all staff step away from work.

Additionally, to account for the Yardi conversion, staff will be asked to attend multiple trainings through the summer months, impacting their ability to take a vacation. The software conversion will significantly impact operations, and we are asking all staff to recognize a

'Voluntary Leave Moratorium' from September 6 until November 10. This moratorium means we are discouraging staff from taking leave during those months. Any requests will be reviewed critically to assess how the requested leave will impact THA's business activities. The September and November "Rest and Wellness" Days are just before and after this moratorium.

Focus on the mental health and wellness of staff is a best practice within the public service field, and this is one way we are promoting this wellness.

RECOMMENDATION

Authorize THA's Executive Director to provide six (6) additional "Rest and Wellness" Days in 2023.



RESOLUTION 2023-04-26 (6)

(Provide Six (6) Additional “Rest and Wellness” Days in 2023)

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

WHEREAS, THA may provide additional paid time off; and

WHEREAS, THA will provide six (6) additional “Rest and Wellness” Days in 2023; and

WHEREAS, there is no financial impact to THA; 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 provide six (6) additional “Rest and Wellness” Days in 2023.

Approved: April 26, 2023

Shennetta Smith, Chair