



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

AUGUST 23, 2023



ANNUAL MEETING

BOARD OF COMMISSIONERS

AUGUST 23, 2023

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Annual Meeting on **Wednesday, August 23, 2023, at 4:45 PM via Zoom and at 902 S L Street, Tacoma, WA 98405.**

<https://us02web.zoom.us/j/86198184195> | **Meeting ID:** 861 9818 4195 | **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



AGENDA

TACOMA HOUSING AUTHORITY ANNUAL BOARD OF COMMISSIONERS MEETING AUGUST 23, 2023, 4:45 PM

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

ZOOM: <https://us02web.zoom.us/j/86198184195> / MEETING ID: 861 9818 4195

DIAL: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **ANNUAL MEETING**
 - 3.1 **ELECTION OF OFFICERS**
 - 3.1.1 Nomination and Vote for Chair of the Board of Commissioners
 - 3.1.2 Nomination and Vote for Vice Chair of the Board of Commissioners
 - 3.2 **APPOINTMENT TO STANDING BOARD COMMITTEES**
 - 3.2.1 Real Estate Development Committee
 - 3.2.2 Finance Committee
 - 3.2.3 Community Partnerships and Advocacy Committee
 - 3.2.4 Education, Housing, Services and Partnerships Committee
 - 3.2.5 Diversity, Equity, and Inclusion Committee
4. **REVIEW OF BY-LAWS**
 - 4.1. 2023-08-23 (1), THA Board Bylaws- Update
5. **COMMISSIONER ANNUAL CERTIFICATION**
6. **APPROVAL OF MINUTES**
 - 6.1. Minutes of July 26, 2023—Regular Session
7. **GUEST COMMENTS**
8. **COMMITTEE REPORTS**
 - 8.1 Real Estate Development Committee
 - 8.2 Finance and Audit Committee
 - 8.3 Community Partnerships and Advocacy Committee
 - 8.4 Education, Housing, Services, and Partnerships Committee
 - 8.5 Diversity, Equity, Inclusion, and Belonging Committee
9. **FINANCE REPORT**
 - 9.1. Ratifying Cash Disbursement for July 2023
10. **AGENCY MONTHLY REPORT**
11. **NEW BUSINESS**
 - 11.1 2023-08-23 (2), Authorize Investment Institutions and Authorized Signers
 - 11.2 2023-08-23 (3), Approval of Account Receivable Write-Offs

12. EXECUTIVE SESSION

12.1 To review the performance of a public employee.

13. COMMENTS FROM THE COMMISSIONERS

14. ADJOURNMENT



TACOMA HOUSING AUTHORITY

**REVIEW OF BY-LAWS
THA BOC RESOLUTION 2023-08-23 (1)**



RESOLUTION 2023-08-23 (1)

Date: August 23, 2023

To: THA Board of Commissioners

From: Minh-Anh Hodge
THA Board Commissioner

Re: THA Board Bylaws - Updated

This resolution authorizes the Executive Director of Tacoma Housing Authority to revise the THA Board Bylaws.

BACKGROUND

In August 2022, The Lindsay Group completed an assessment entitled "Anti-Oppressive Policy Review Recommendations Report for Tacoma Housing Authority." That report, attached to this resolution, made recommendations for organizational governance and bylaws.

During the months of February through July 2023, the Board DEIB Subcommittee reviewed these recommendations in an effort to implement necessary changes to the bylaws. The proposed changes include:

- Detailed descriptions of the roles of the Board members and the ways the Executive Director and staff will communicate with the Board;
- Language specifying that any member of the public or staff may attend a regular or special board meeting and clarification that the public and staff will be excluded from Executive Sessions;
- The purpose of Board Subcommittees;
- A commitment to an annual Board self-evaluation; and
- Time limits for Board members.

The following pages include a matrix of the items that were considered from The Lindsay Report and the recommendations for each:

The Lindsay Group Recommendations	Board DEIB Committee Response to Recommendations
Placing racial social equity at the core of high-impact decision making at the governance level	<ul style="list-style-type: none"> • This does not belong in the bylaws. Add a statement about Commissioners acting in line with Core Values • This is a core value of THA and its decision-making. • We are following this value through the action of having high-impact decisions discussed and reviewed at the Board DEIB Subcommittee prior to going to the full board for final decisions. • Work within DEIB Subcommittee on a tool for evaluation of high-impact decisions to assess for racial social equity.
Building an ecosystem that would foster equally high outcomes for all stakeholders at THA	Does not belong in bylaws. Continuing work of THA.
Intentionally removing the predictability of employee success or failures that currently correlates with any social or cultural factors	<p>Does not belong in bylaws.</p> <ul style="list-style-type: none"> • What would this look like in practice? • Await new DEI Position to review.
Disrupting inequitable decision making by examining biases, supporting equity-minded governance outcomes	<p>Does not belong in bylaws.</p> <ul style="list-style-type: none"> • What would this look like in practice? • Await new DEI Position to review.
Bylaws should require that an annual DEI audit and organizational assessment report be provided to the Board to hold itself accountable to its values	<p>Does not belong in bylaws.</p> <ul style="list-style-type: none"> • What would this look like in practice? • Await new DEI Position to review.
Bylaws should prescribe provisions regarding employee and vendor compensation, such as a statement that THA must/will compensate all employees and vendors a fair and reasonable wages.	<ul style="list-style-type: none"> • This does not in bylaws. • This is part of HR/THA operations.

The Lindsay Group Recommendations	Board DEIB Committee Response to Recommendations
<p>The bylaws should explain who has the authority to call meetings and how notice of upcoming meetings must be given to members. You should also describe your meeting procedures (i.e. whether you're going to use Robert's Rules of Order, the prerogatives of the Chair, who gets the floor and how, etc.)</p>	<ul style="list-style-type: none"> • Committee does not think the bylaws need further clarification beyond 4.8 of the current bylaws.
<p>Special meetings should also be covered in this section of the bylaws. Special meetings are sometimes restricted to the board or the officers. This section should explain how special meetings are to be arranged, who has the authority to call a special meeting, what sort of business may be conducted at a special meeting, and who may attend</p>	<p>NOTE: Special meetings, executive sessions, etc are governed by the Open Public Meetings Act RCW 42.30</p> <p>Special meetings are RCW 42.30.080 Executive Sessions are RCW 42.30.110</p> <p>Possible bylaw language: “any member of the public or staff may attend a regular or special board meeting. When an executive session is held, members of the public and staff may be excluded from discussions.</p>
<p>The ED will formally liase between Commissioners and THA Staff. Commissioners can access management and employees of THA; however, Commissioners are expected to keep the ED informed on all contacts. The Board encourages the attendance of staff at Board meetings when matters within their areas of responsibility are discussed.</p>	<p>Add to the THA bylaws.</p> <p>Add some information about the role of the Commissioners and Executive Director. How ED can support staff if they are being asked questions by the Commissioners.</p> <p>Add some information about the process for how a staff member can make a complaint about the ED to the Board and how a staff member can make a complaint about the Board to the Executive Director.</p>

The Lindsay Group Recommendations	Board DEIB Committee Response to Recommendations
<p>An independent Compensation Committee comprised of members from Human Resources leadership, DEIB committee and Board of Commissioners will, at least annually, review and approve THA goals and objectives relevant to the equitable and competitive compensation of the ED, evaluate the performance of the ED in light of those goals and objectives, report the results of such evaluation to the Board and THA community at large and have the sole authority to determine and approve the ED's compensation level based on this evaluation alone. In determining the long-term incentive component of the ED's compensation, the Compensation Committee should consider, among such other measurable factors relevant, THA's organizational performance and DEIB initiatives, the value of similar incentive awards to EDs at comparable agencies, and the awards given to the ED of past years.</p>	<p>This does not belong in bylaws. Evaluation and compensation are in the ED contract. We don't want bylaws conflicting with an existing contract.</p>
<p>The Board will conduct an annual facilitated self-evaluation to determine whether it and its committees are functioning effectively. To further determine if the board's decisional process is in alignment with anti-oppressive DEIB values/aspirations. To ensure the integrity/accountability of this procedure, the board will establish an organizational Governance Committee to prescribe procedures designed to oversee the Board's annual self-evaluation process and report observations/findings to the Board and the organization at large.</p>	<p>Add to a future DEIB subcommittee agenda: How will DEIB values and aspirations be determined?</p> <p>Add to bylaws: The Board will conduct an annual facilitated self-evaluation to determine whether it and its committees are functioning effectively.</p>

The Lindsay Group Recommendations	Board DEIB Committee Response to Recommendations
<p>All new Commissioners of THA will participate in an orientation program shortly after they are elected to the Board. Orientation will include presentations by senior management to familiarize the Commissioners with THA’s business and operations, its financial condition, its policies and procedures, its principal officers, DEIB agenda, and the duties and responsibilities of Commissioners. Management will make presentations from time to time as necessary to ensure that the Board is aware of all business, legal and other developments relating to such matters.</p>	<p>Doesn’t need to be in bylaws. Add DEIB training to new Board member orientation.</p>
<p>In addition, all Commissioners are required to attend continuing education programs specific to equity and inclusion and board governance. Professional development programs sponsored by third parties to better understand their responsibilities and reaffirm their commitment to THA's DEIB agenda.</p>	<p>Do not include in bylaws. Commissioners will be invited to join in on any scheduled DEIB training and DEIB Steering committee will debrief training it is attending. Include DEIB Steering Committee updates on Board agendas when updates would be helpful to the Board.</p>
Other Recommendations	Board DEIB Committee Response to Recommendations
<p>The City has adopted policies to limit the number of years an individual can serve on a City-appointed committee or board. This limit is 10 years.</p>	<p>Add to the bylaws that Board members may serve no more than two consecutive terms or ten (10) years, whichever is greater.</p>

RECOMMENDATION

The Board of Commissioners of the Tacoma Housing Authority (THA) is recommended to approve the proposed amendments to THA Board Bylaws.



RESOLUTION 2023-08-23 (1)

(THA Board Bylaws Update)

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

WHEREAS, the Tacoma Housing Authority strives to be an equitable organization; and

WHEREAS, the Board bylaws provide clarity about the THA Board of Commissioners; and

WHEREAS, it is deemed necessary to revise the current THA Bylaws to add clarity; now, therefore, be it.

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

1. The THA Bylaws will be revised to include:
 - a. Detailed descriptions of the roles of the Board members and the ways the Executive Director and staff will communicate with the Board;
 - b. Language specifying that any member of the public or staff may attend a regular or special board meeting and clarification that the public and staff will be excluded from Executive Sessions;
 - c. The purpose of Board Subcommittees;
 - d. A commitment to an annual Board self-evaluation; and
 - e. Time limits for Board members.
2. This resolution supersedes any conflicting policies or resolutions previously adopted by the Board of Commissioners.
3. This resolution shall take effect immediately upon its adoption.

Approved: August 23, 2023

Dr. Minh-Anh Hodge, Chair



ANTI-OPPRESSIVE POLICY REVIEW
RECOMMENDATIONS REPORT
FOR TACOMA HOUSING AUTHORITY

Revised August 2022

THE LINDSAY GROUP CO.
AN ORGANIZATIONAL DEVELOPMENT CONSULTING FIRM

Prepared by:
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FOUNDATIONAL DEFINITIONS

1. Institutional Racism

- a. Policies, practices, and procedures that work better for white people than for people of color.

2. Racial Equity

- a. A reality in which a person is no more or less likely to experience society's benefits or burdens just because of the color of their skin. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce or fail to eliminate differential outcomes by race.

3. Structural Racism

- a. Racism and cultural prejudice and discrimination, supported intentionally or unintentionally by institutional power and authority, used to the advantage of other races.

4. White Privilege

- a. inherent advantages possessed by a white person on the basis of their race in a society characterized by racial inequality and injustice.

5. White Supremacy

- a. The belief that white people constitute a superior race and should therefore dominate society, typically to the exclusion or detriment of other racial and ethnic groups

6. Systemic Oppression

- a. The intentional disadvantaging of groups of people based on their identity while advantaging members of the dominant group (gender, race, class, sexual orientation, language, etc.); has historical antecedents.



ABBREVIATIONS

1. **TLG** - The Lindsay Group Co., An Organization Development Firm.
2. **THA** - Tacoma Housing Authority
3. **MCOD** - Multicultural Organization Development
4. **JEDI** - Justice, Equity, Diversity, and Inclusion
5. **DEIB** - Diversity, Equity, Inclusion, and Belonging

PROJECT SUMMARY

The Lindsay Group (TLG) The aim of the policy review was to help THA understand and consider changes to organizational policies to ensure its existing policies are equitable for all employees and members of the THA community. The Lindsay Group community wishes to thank THA community at-large for the opportunity to support the advancement of its agenda for diversity, inclusion, justice, and belonging. We would like to extend special thanks to Sha Peterson for her masterful coordination abilities, continuous feedback on the overall project process and deliverables, and unwavering advocacy of the THA Community.

This report, which is an accompaniment to the Organizational Assessment Report published March 2022, was prepared by The Lindsay Group Co., An Organization Development Firm (TLG). The firm worked under the direction of the DEIB Steering Committee and April Black, Executive Director of Tacoma Housing Authority (THA). General guidance and logistical support was facilitated by Sha Peterson, THA Administrator.

The views expressed in this report are those of the author and may not necessarily reflect the view of the organization. We again, offer our sincere gratitude for all those THA folx who courageously and vulnerably participated in this work of our broader scope. It has been an honor to serve all of you.

The intention of this policy recommendation review is to support THA with improving policies to make sure that they are equitable for all members of the THA community.



POLICY REVIEW APPROACH

TLG evaluated organizational policies materials provided by THA leadership. Using the principles of integrated anti-oppression we analyzed the relevant policies to offer policy solutions and recommendations to improve governance outcomes for THA and the Tacoma community at large.

Our method for policy review observed the principles of multicultural organization development (MCO) and integrated anti-oppression review. The following questions prescribed by our integrated anti-oppression model informed our analysis:

1. *Who benefits from this policy?*
2. *Who does not benefit from this policy?*

The method was implemented along four stages:

- **Stage 1 | Policy Evaluation: Comprehensive Review**
 - Through an evidence-based, anti-oppressive policy evaluation process, TLG Consultants identified and describe the recognized policy issues misaligned with current THA organizational values.
- **Stage 2 | Understanding the Need for Change**
 - TLG consultants reviewed applicable anti-oppressive best practices and EEOC guidelines to inform recommendations.
- **Stage 3 | Recommendation Report**
 - Compile findings and recommendations for reporting.
- **Stage 4 | Implementing Change**
 - THA leadership to implement recommendations.

Our review culminates in this recommendation report providing detailed recommendations informed by our integrated anti-oppressive model and EEOC-specific guidelines

SUMMARY OF FINDINGS

The goal of this review is to support THA with considering changes to policies and policy related material such as those listed below to make sure that they are equitable for all employees and members, and for their community. Outlined below is a summary of our findings for policies reviewed.

1. Human Resources + Personnel

a. *General*

i. Upon request of current and historical human resource policies, no human resource specific policy documents were provided. With support from THA leadership, we received and reviewed human resources materials-related identified below:

1. Job Descriptions;
2. COVID Policy

2. Organizational Governance and Bylaws

a. *Conflict of Interest*

i. Lacks a detailed conflicts of interest policy outlined under either General provisions or Commissioners.

b. *Equity-Minded Decision Making*

i. Bylaws does not prescribe a provision for equity-minded decision making supporting by an anti-oppressive framework of any kind.

c. *Amendment*

i. While in two sentences, the Bylaws, explains the procedure for amending the bylaws, the current policy position fails to communicate how the Board would relay notice of an amended policies to stakeholders across the organization;

ii. Bylaws do not prescribe an equity-minded framework for high impact-decision making.

3. COVID Policy

a. *Reasonable Accommodation*

i. The published COVID policy defines reasonable accommodation as any change to workplace or the way work is usually done. In alignment with EEOC and ADA guidelines. THA's COVID policy also adhere's to EEOC guidelines that organizational COVID policies and practices do not treat employees differently because of their race, national origin, disability, gender, religion/creed, age. However, THA does not include in its policy reasonable accommodation for individuals identifying as a victim of domestic violence, stalking, or sex offenses.

b. *Retaliation*

i. The available COVID policy does not provide a provision on employer retaliation.

4. Procurement Policy

a. Upon request of current and historical procurement policies, no procurement/vendor policy documents were provided. Although procurement policies were not provided, TLG has outlined equity-minded recommendations for procurement policies for THA's consideration.

RECOMMENDATION OVERVIEW

The objective of the recommendation report is to support the strategic advancement of structural change for a more equitable THA. To this end, we are pleased to present our recommendations. As mentioned in the OAR, continuous and frequent evaluation of the organization is necessary to understand the dynamic complexities of THA and the forces, both internally and externally, that influence the ways in which the organization behaves.

The recommendations presented here are informed by an anti-oppressive review of current and available THA policies. The recommendations provided in the pages to follow are also informed by the voices of THA community members who engaged in our multimodal organizational assessment process and dialogic programs.



RECOMMENDATION | HUMAN RESOURCES + PERSONNEL

1. Human Resource Policies

a. *General*

- i. Evaluating pay equity policies. Conduct statistical analysis of workforce pay to uncover pay discrepancies (significant difference) in pay.
 1. Conduct an audit aimed at gathering data to understand what's driving that discrepancy.
- ii. Adopt an equity-minded (based) framework for recruitment and selection.
- iii. Setting equity-based SMART (Specific, Measurable, Achievable, Relevant and Time-bound) goals to ensure THA is making measurable progress and that institutional rhetoric specific to advancing DEIB is being propelled by action.
- iv. Reduce reliance on standardized measures of success that have been shown to be both discriminatory and of limited value in identifying ability and predicting success.
- v. Continuous evaluation of organizational policy and corresponding materials. Policy and document evaluation should apply a critical antiracist/anti-oppressive evaluation method to examine the content, implementation and impact of potential harm of a policy. This evaluation should be implemented as a structured activity through which THA reflects its antiracist/anti-oppressive commitment.
- vi. Collect and analyze applicant flow data to track and monitor employment trends and inform organizational outreach and recruitment strategies. Use data sources to inform outreach and recruitment strategies.
- vii. Create programs, measures, and systems of accountability to make sure that workers from diverse backgrounds feel they belong and have the opportunity to succeed as employees at THA.
- viii. Use quantitative and qualitative data to evaluate programs and processes and identify barriers that may deter inclusivity and opportunity for all.
- ix. Ensure equitable benefits.

b. *Job Descriptions*

- i. Define job descriptions using an evidence-based approach like job analysis.
- ii. Make all job descriptions accessible which means transparency around the wage range for different positions, as well as providing a variety of avenues through which talent may access application materials.
 1. Salary structure, pay grades and bonus plans – ensure all objective criteria are used and aligned with specified job categories.
- iii. Design and implement a simplified pay equity framework to help management stay on an equitable track when making pay raise decisions.
 1. Can help to prevent disparities in pay between different groups due to implicit bias and siloed decision-making.
- iv. Use quantitative and qualitative data to evaluate programs and processes and identify barriers that may deter inclusivity and opportunity for all. Continue to develop and implement initiatives designed to prevent discrimination, harassment, and other actions that undermine THA's commitment to diversity, inclusion, and equal opportunity. Process, resolve, and adjudicate claims of discrimination, including retaliation.

RECOMMENDATION | PROCUREMENT

1. Procurement Policy

- a. Procurement strategies that provide at least some up-front payment to small businesses, along with organizational programs to help contractors meet bonding and insurance requirements, can help increase access to contracting opportunities for under-capitalized businesses;
- b. Find and foster an inclusive coalition of committed cross sector allies who aim to promote equity. This challenge is best tackled together with partners from across the ecosystem, some of whom may not have been engaged in procurement reform efforts before, including community groups, nonprofits, businesses, THA agencies and funders. This effort will take proactive outreach and engagement, and members should be committed to addressing biases throughout the procurement system;
- c. Design and iterate user-friendly systems grounded in user research and a deep understanding of barriers for SMEs/ MWBEs. Designing more navigable systems requires understanding users' current barriers and needs. A thorough understanding of the barriers that SMEs/MWBEs face is critical to creating useful solutions. This is true both in terms of improving discrete systems, such as a website, and the procurement process as a whole. For example, if research exposes that a major barrier for SMEs/MWBEs is lack of awareness of relevant opportunities, then this is something that the THA should address as it considers reforms. Understanding user needs and barriers should be an ongoing effort and requires engagement by businesses;
- d. SMEs/MWBEs have limited time and resources to find opportunities. If THA is committed to working with these businesses, they must make a strong effort to proactively share relevant opportunities, and not create technological or financial barriers to accessing public information. For example, THA should consider reaching out through social media or community platforms that are used by these businesses, and making their language approachable. Moreover, THA should do so early enough to give these businesses enough time to submit bids. As part of these efforts, THA can release forecasts of upcoming opportunities;
- e. Use active collaboration and contract management to set up new vendors for success and deliver better results. Active engagement during delivery can help vendors deliver strong results, shift course when things are not working well, and adjust based on emerging community needs;
- f. Support outcomes and best value-based procurement approaches. Both of these strategies are a departure from the requirements-based and lowest-bid approaches that many cities take to procurement. Outcomes-based procurement can help THA get better results and open the way for innovation by smaller vendors. Best value-based procurement can allow THA to take organizational values, such as investing in local businesses, into consideration when selecting a vendor;
- g. Communicate results and performance on contract delivery among THA and the community. Sharing information on performance could build confidence in unfamiliar vendors.
- h. Improving information and data sharing on outcomes of a bidding and procurement process can also help build trust and credibility among small businesses and the community as a whole, as well as improve future potential for small businesses to succeed in the bidding process.

1. COVID Policy

a. *Reasonable Accommodations*

- i. When applying vaccine requirements, THA should consider requests for reasonable accommodations from employees who need them because of disability, pregnancy, childbirth, lactation, religious beliefs or observances, and/or status as a victim of domestic violence, stalking, or sex offenses. If an employee requests an exception to a vaccine requirement or additional time to provide their proof of vaccination for one of these reasons, THA should engage with them in a cooperative dialogue, or a good faith discussion, to see if a reasonable accommodation is possible.
- ii. Employees who are seeking reasonable accommodations because of their religious beliefs should not be required to submit supporting documentation unless their employer has an objective basis to question the sincerity of the religious basis for the employee's inability to show proof of vaccination. However, employees may be asked to explain the religious nature of their belief.

b. **Employer Retaliation**

- i. THA should consider amending the COVID policy to include a retaliation provision. Wherein Retaliation might be defined as any action that is likely to discourage employees from exercising their rights. It should cover not only firing or demoting an employee, but also, for example, assigning them to less favorable shifts or subjecting them to harassment.

1. Organizational Governance and Bylaws

a. *Adopting an Equity-Based Decision Making Framework*

- i. Placing racial social equity at the core of high-impact decision making at the governance level;
- ii. Building an ecosystem that would foster equally high outcomes for all stakeholders at THA;
- iii. Intentionally removing the predictability of employee success or failures that currently correlates with any social or cultural factors;
- iv. Disrupting inequitable decision making by examining biases, supporting equity-minded governance outcomes.

b. *DEIB and Accountability Provisions*

- i. Bylaws should require that an annual DEI audit and organizational assessment report be provided to the Board to hold itself accountable to its values;
- ii. Bylaws should prescribe provisions regarding employee and vendor compensation, such as a statement that THA must/will compensate all employees and vendors a fair and reasonable wages.

c. **Amendment 1: Convening Special Meetings**

- i. The bylaws should explain who has the authority to call meetings and how notice of upcoming meetings must be given to members. You should also describe your meeting procedures (i.e. whether you're going to use Robert's Rules of Order, the prerogatives of the Chair, who gets the floor and how, etc.)
- ii. Special meetings should also be covered in this section of the bylaws. Special meetings are sometimes restricted to the board or the officers. This section should explain how special meetings are to be arranged, who has the authority to call a special meeting, what sort of business may be conducted at a special meeting, and who may attend.

d. **Amendment 2: Board Access to Management and Employees**

- i. The ED will formally liaise between Commissioners and THA Staff. Commissioners can access management and employees of THA; however, Commissioners are expected to keep the ED informed on all contacts. The Board encourages the attendance of staff at Board meetings when matters within their areas of responsibility are discussed.

e. **Amendment 3: Formal Evaluation of Executive Director**

- i. An independent Compensation Committee comprised of members from Human Resources leadership, DEIB committee and Board of Commissioners will, at least annually, review and approve THA goals and objectives relevant to the equitable and competitive compensation of the ED, evaluate the performance of the ED in light of those goals and objectives, report the results of such evaluation to the Board and THA community at large and have the sole authority to determine and approve the ED's compensation level based on this evaluation alone. In determining the long-term incentive component of the ED's compensation, the Compensation Committee should consider, among such other measurable factors relevant, THA's organizational performance and DEIB initiatives, the value of similar incentive awards to EDs at comparable agencies, and the awards given to the ED of past years.

2. Organizational Governance and Bylaws - Continued

a. Amendment 4: Annual Board Self-Assessment

i. The Board will conduct an annual facilitated self-evaluation in order to determine whether it and its committees are functioning effectively. To further determine if the board's decisional process is in alignment with anti-oppressive DEIB values/aspirations. To ensure the integrity/accountability of this procedure, the board will establish an organizational Governance Committee to prescribe procedures designed to oversee the Board's annual self-evaluation process and report observations/findings to the Board and the organization at large.

b. Amendment 5: Commissioner Orientation and Continuing Professional Development

i. All new Commissioners of THA will participate in an orientation program shortly after they are elected to the Board. Orientation will include presentations by senior management to familiarize the Commissioners with THA's business and operations, its financial condition, its policies and procedures, its principal officers, DEIB agenda, and the duties and responsibilities of Commissioners.

1. Management will make presentations from time to time as necessary to ensure that the Board is aware of all business, legal and other developments relating to such matters.

ii. In addition, all Commissioners are required to attend continuing education programs specific to equity and inclusion and board governance. Professional development programs sponsored by third parties to better understand their responsibilities and reaffirm their commitment to THA's DEIB agenda.



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BY-LAWS

of the

HOUSING AUTHORITY OF THE CITY OF TACOMA

902 South L Street
Tacoma, WA 98405
(253) 207-4400

Last revised

August 28, 2023

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Adopted and amended by Resolution 2008-01-23 (3) on January 23, 2008
Adopted and amended by Resolution 1003-1 on October 22, 2003
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These by-laws supersede and replace all previously approved by-laws

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1. GENERAL PROVISIONS

1.1 Authority Name

The official name of the Authority is “Housing Authority of the City of Tacoma” (hereinafter the “Authority”). It may also use the name “Tacoma Housing Authority.”

1.2 Purpose

The Authority is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes and provisions of Chapter 35.82 RCW, including if applicable the powers of a community renewal agency under Chapter 35.81 RCW or of a public corporation, commission or authority under Chapter 35.21 RCW, as those laws may be amended from time to time.

1.3 By-Laws

1.3.1 The Authority shall adopt by-laws to provide rules for governing the Authority and the Authority’s activities that are not inconsistent with Chapter 35.82 RCW.

1.3.2 The by-laws shall not restrict the powers of the Authority granted by the Legislature under Chapter 35.21 RCW and Chapter 35.81 RCW.

1.3.3 The Board may amend the by-laws only by resolution, adopted by the affirmative vote of at least three (3) Commissioners of the Board at a regular or special meeting. The approved by- laws will supersede all previous by -laws.

1.4 Seal

The seal of the Authority bears the name of the Authority and the year of its organization. A logo or other artwork which reflects the current values or vision of the Authority may be incorporated into this seal at any time by a resolution of the Board of Commissioners (the “Board”).

1.5 Books and Records

The Authority shall keep current and complete books and records of account and shall keep minutes of the proceedings of its Board and its committees having any of the authority of the Board.

1.6 Public Records

1.6.1 Public Records Act

The Authority shall comply with the requirements of the Public Records Act, Chapter 42.56 RCW.

1.6.2 Public Records Policy

The Authority may adopt a public records policy governing the inspection and copying of public records. Such policy shall not be inconsistent with the requirements of the Public Records Act, Chapter 42.56 RCW.

1.6.3 Records Retention Schedule

The Authority shall comply with the records retention schedules promulgated by the Secretary of State that apply to public housing authorities.

1.7 Fiscal Year

The Fiscal Year of the Authority shall be determined by resolution adopted by the Board. In the absence of such resolution, the fiscal year shall be the calendar year.

1.8 Copies of Resolutions

Any person dealing with the Authority may rely upon a copy of any of the records of the proceedings, resolutions or votes of the Board when such copies are certified by the Secretary.

1.9 Offices

The principal administrative office of the Authority is located within the City of Tacoma, Pierce County, and State of Washington at a location determined by resolution of the Board. The current address is 902 South L Street in the City of Tacoma, Washington.

2. BOARD OF COMMISSIONERS

2.1 General Powers

The powers of the Authority are vested in its Board of Commissioners. The Board shall exercise all policy, oversight, and governance powers of the Authority consistent with Chapter 35.82 RCW.

2.2 Role of Board of Commissioners

The role of the Board of Commissioners is to set policy, approve budgets, and work to build local support for programs. Commissioners will not involve themselves in the day-to-day management of agency operations. Those duties are

the role of the Executive Director hired by the Board who reports back to the Board and leads the agency operations.

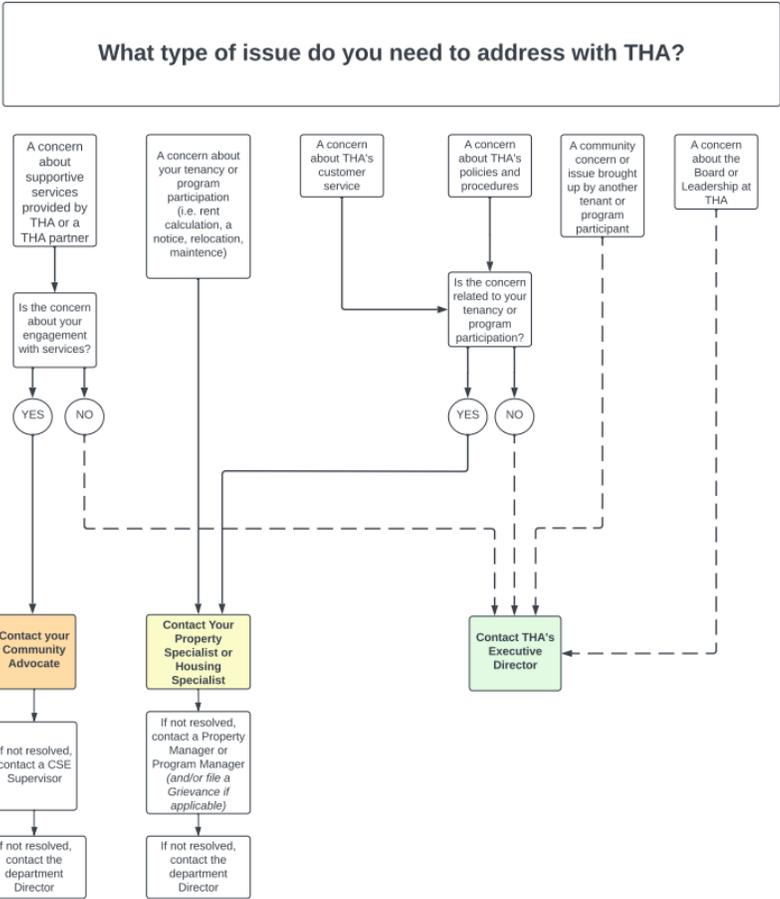
2.3 Relationship to Executive Director and Staff

2.3.1 Executive Director

The Executive Director reports directly to the Board. The Board hires, evaluates, and determines the ongoing employment of the Executive Director, and no other THA staff.

2.3.2 THA Staff

THA staff work for the Executive Director and do not report directly to the Board. THA staff work directly for the Executive Director and not the THA Board. The Executive Director is the liaison between the Board and THA staff. Any Board member requests of THA staff should be referred to the Executive Director, or designee, who will assign requests to the appropriate staff person. Below is a flow chart to help Board members appropriately direct their questions and concerns.



While we hope a staff member can address issues directly with the Executive Director, any staff member wishing to report a concern about the Executive Director or Board may use THA Confidential Hotline, which is managed by a vetted third party provider. All complaints will be referred to the Board Chair and Vice Chair.

2.4 Composition

2.4.1 Number of Commissioners

The Board shall consist of five (5) Commissioners.

2.4.2 Directly Assisted Commissioner

- A. Federal law requires that the membership of the Board contain at least one (1) member who is directly assisted by the Authority's federal housing program, whose name appears on the lease and who is eighteen years of age or older. "Directly assisted" as currently defined in 24 C.F.R. § 964.410 means either (i) being a public housing resident; or (ii) being a recipient of housing assistance in the tenant-based Section 8 program (i.e., from the Authority's Housing Choice Voucher Program or other federally funded rental assistance programs).
- B. The Commissioner's seat that expires in the year 2003, 2008, 2013, and so forth, is reserved for a directly assisted Commissioner and shall not be filled by a person who is not directly assisted as defined in section 2.2.2(A) of these by-laws.
- C. If the person appointed as a directly assisted Commissioner no longer qualifies as a directly assisted person, as defined in section 2.2.2 (A) of these by-laws, he or she shall be removed from the Board, creating a vacancy to be filled by a directly assisted person. This removal shall occur only upon a vote of the Board.
- D. A directly assisted Commissioner shall be a full member of the Board with the same powers and responsibilities held by other Commissioners.

2.5 Mayoral Appointment

Commissioners are appointed by the Mayor of the City of Tacoma. Commissioners serve for a term of five (5) years. These terms are staggered with one term expiring on August 16th of each calendar year; PROVIDED, that a Commissioner's appointment extends into a following term until the Mayor appoints or reappoints a person to serve the balance of that following term. Vacancies are filled in the same manner as the original appointments were made, but for the unexpired term.

2.6 Limitation on Employment

No Commissioner of the Board of Commissioners may be an officer or employee of the City of Tacoma.

2.7 Attendance

It is expected that Commissioners will make every effort to attend scheduled meetings. If a Commissioner fails to attend two (2) consecutive meetings without the Board's excusal, the Board Chairperson may send a letter to the Mayor of the City of Tacoma alerting him or her of the circumstances.

2.8 No Compensation

No Commissioner may be compensated for serving in any capacity; except that he or she is entitled to reimbursement for necessary expenses, including traveling expenses, incurred in the discharge of his or her duties.

2.9 Resignation

Any Commissioner may resign at any time by giving written notice to the Chairperson of the Board. Such resignation takes effect at the time specified in the resignation, or if the time is not specified, upon receipt thereof. Unless otherwise specified in the resignation, the acceptance of a resignation is not necessary to make it effective.

2.10 Removal

A Commissioner may be removed by the Mayor of the City of Tacoma for inefficiency or neglect of duty or misconduct in office, but a Commissioner may be removed only after he or she is given a copy of the charges at least ten (10) days prior to the hearing thereon and has had an opportunity to be heard in person or by counsel. When a Commissioner is removed, a record of the proceedings and the charges and findings will be filed in the office of the clerk of the City of Tacoma.

2.11 Term Limits

Board members may serve no more than two consecutive terms or ten (10) years, whichever is greater.

3. OFFICERS

3.1 Number, Election and Vacancies

The Board shall select from among its Commissioners a Chairperson and a Vice Chairperson, and shall employ a Secretary, who is also the Executive Director. The Board shall elect the Chairperson and Vice Chairperson at the annual meeting in August of each year for one (1) year terms or until the Board elects and

qualifies their respective successors. No Commissioner may serve in the capacity of Chairperson for more than three (3) consecutive one (1) year terms. After a period of one year following three such consecutive terms, Commissioners are again eligible to serve as Chairperson. If the office of the Chairperson or Vice Chairperson becomes vacant, the Board shall elect a successor to fill the office from the remaining Commissioners at the next meeting. The elected successor shall serve for the remainder of the unexpired term. If elected at the annual meeting, the newly elected Chairperson or Vice Chairperson shall serve a full one (1) year term.

3.2 Chairperson

The Chairperson presides at all meetings of the Authority. At each meeting the Chairperson submits such recommendations and information as he or she may consider proper concerning the business affairs and the policies of the Authority. The Chairperson is also responsible for the preparation of all regular and special meeting agendas.

3.3 Vice Chairperson

The Vice Chairperson performs the duties of the Chairperson in the absence or incapacity of the Chairperson; and in case of a vacancy in the office of the Chairperson, the Vice Chairperson performs such duties as are imposed on the Chairperson until such time as the Board selects a new Chairperson in accordance with these by-laws.

3.4 Executive Director

3.4.1 Duties

The Executive Director, in the absence of a written contract for a definite time, serves at the pleasure of the Board and may be relieved of his or her duties no sooner than one hundred twenty (120) days after delivery of written notice. The Executive Director has care and custody of all funds of the Authority and deposits the same in the name of the Authority in such bank(s) as the Authority may select.

Signs all orders and checks for the payment of money and pays out and disburses these moneys under the direction of the Authority. Except as otherwise authorized by resolution of the Board, all such orders and checks are countersigned by the Chairperson.

Keeps or causes to be kept regular books of accounts showing receipts and expenditures and renders to the Board, at each regular meeting (or more often when requested), an account of his/her transactions and also of the financial condition of the Authority.

Signs all binding contracts, deeds and other instruments made by the Authority as authorized by advanced resolution of the Board.

Carries out all policies established by the Board and advises on formation of those policies.

Develops and submits to the Board for approval a plan of organization for the conduct of the activities of the Authority and recommends changes when necessary.

Has general supervision over the administration of the Authority's business and affairs subject to the direction of the Board.

Is charged with the management of the housing projects of the Authority.

Prepares an annual budget.

Supervises financial affairs.

Presents to the Board periodic reports reflecting the activities of the Authority and such other special reports as may be required by the Board.

Assigns and supervises employees in the performance of their duties.

Performs such other duties as may from time to time be assigned by the Board.

Gives such bond as the Authority may determine for the faithful performance of his duties.

3.4.2 Compensation

The compensation paid to the Executive Director is determined by the Board, but a Commissioner of the Board serving as Executive Director in a temporary capacity serves without compensation other than the payment of necessary expenses, including traveling expenses incurred in the performance of such duties.

3.4.3 Custody and Use of Seal

The Executive Director keeps in safe custody the seal of the Authority and has the power to affix the seal to all contracts and instruments authorized to be executed by the Authority.

3.5 Secretary

The Executive Director of the Authority serves as ex-officio Secretary of the Authority. In that capacity, he or she or his or her designee: (i) keeps or causes to be kept, correct and permanent records of the Authority; (ii) acts as Secretary of the meetings of the Authority and records all votes; (iii) keeps a record of the

proceedings of the Authority in a minute book to be kept for such purposes; and, (iv) performs all other duties incident to his or her office.

3.6 Additional Duties

The officers of the Authority perform such other duties and functions as may from time to time be required by the Board, the by-laws, rules and regulations of the Authority, or applicable law.

3.7 Additional Personnel

The Authority may from time to time employ personnel it considers necessary to exercise its powers, duties, and functions in accordance with the purpose of the Authority. The selection and compensation of such personnel is determined by the Executive Director, subject to all applicable Federal, State, and local laws and regulations, including, without limitation, HUD regulations.

3.8 Indemnification

The Authority shall adopt policies to set forth the terms and procedures for indemnifying and defending officers and Commissioners of the Board as authorized by RCW 4.96.041.

4. MEETINGS

4.1 Meeting

Unless the Board designates a different time or place for its meetings, the schedule and location for Board meetings shall be as follows:

4.1.1 Annual meetings

Annual meetings of the Authority are held at the office of the Authority or such other place as designated by the Board for the purpose of electing officers, receiving the annual report of the Executive Director, and conducting other business as may come before the meeting. The annual meeting of the Authority will be on the fourth Wednesday in August immediately preceding the regular meeting. If this date falls on a legal holiday, the annual meeting is held on the next succeeding business day unless otherwise posted in accordance with State requirements.

4.1.2 Regular meetings

Regular meetings of the Authority are held on a schedule and at locations that the Board shall determine in advance.

4.1.3 Special meetings

The Chairperson of the Authority may, when he or she deems it expedient, and must, upon the written request of two (2) Commissioners of the Board, notice and call a special meeting of the Board for the purpose of

transacting any business designated in the call. At such a special meeting, the Board shall not consider business other than as designated by the notice. The Board shall not take final disposition on any other matters at special meetings.

4.2 Notice of Meeting

Notice of Board meetings must conform to the requirements of the Open Public Meetings Act, Chapter 42.30 RCW. Any member of the public or staff may attend a regular or special board meeting. When an executive session is held, members of the public and staff may be excluded from discussions.

4.3 Executive Session

Before convening in executive session, the presiding officer will publicly announce the purpose for excluding the public from the meeting place and the time when the executive session will be concluded. The executive session may be extended to a stated later time by announcement of the presiding officer. Executive sessions are governed by RCW 42.30.110.

4.4 Quorum

Three (3) Commissioners constitute a quorum for the purpose of conducting its business and exercising the Board's powers and for all other purposes.

4.5 Adjournment

The Board may adjourn any regular, adjourned regular, special, or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. If all Commissioners are absent from any regular or adjourned regular meeting, the Secretary may declare the meeting adjourned to a stated time and place. The Secretary will cause a written notice of the adjournment to be given in the same manner as provided by resolution of the Board for special meetings. Whenever any meeting is adjourned, a copy of the order or notice of adjournment will be conspicuously posted immediately after the time of the adjournment on or near the door of the place where the regular, adjourned regular, special, or adjourned special meeting was held. When a regular or adjourned regular meeting is adjourned as provided in

this subsection, the resulting resumed adjourned regular meeting is a regular meeting for all purposes. When any order of adjournment of any meeting fails to state the hour at which the resumed adjourned meeting is to be held, it is held at the hour specified for regular meetings by resolution of the Board.

4.6 Order of Business

At the regular meetings of the Board, the following is the customary order of business. The Board may curtail, enlarge, or modify this order:

Call to Order

Roll Call
Approval of Minutes of the previous meeting
Guest Comments
Board Committee Reports
Comments from the Executive Director
Staff Administration Reports
New Business
Comments from the Commissioners
Executive Session
Action Subsequent to Executive Session
Adjournment

4.7 Resolutions

All resolutions are in writing and are maintained in a journal of proceedings of the Authority.

4.8 Rules of Order

4.8.1 The presiding officer shall conduct Board meetings generally to allow for a full, fair, and efficient conduct of Board business.

4.8.2 Any Commissioner may move a proposal. At least one other Commissioner must second the motion in order to have a discussion or vote on it. If no other Commissioner seconds the motion, there shall be no discussion or vote on the proposal.

4.8.3 If a Commissioner seconds a proposal, the discussion shall continue until the presiding Commissioner calls for a vote, subject to a vote of a majority of a quorum directing a continuation of discussion.

4.8.4 The Chairperson or a majority of a quorum may direct that Robert Rules of Order govern the proceedings during a Board meeting.

4.9 Manner of Voting

All questions coming before the Board, other than matters of procedure and the election or appointment of officers, are presented in the form of uniquely numbered resolutions. The vote on all resolutions is by roll call, and each resolution is entered in full upon the minutes of the meeting, together with the ayes, nays, absent, and abstentions. The election of officers, however, may be conducted by ballot.

4.10 Motions

Motions from the floor, when properly seconded, may be voted on by voice, a show of hands, or roll call at the direction of the Chairperson.

4.11 Attendance by Telephone or Remote Means

Any Commissioner may attend any meeting of the Board of Commissioners by telephone, other electronic, internet or other means of remote access, as long as it provides the ability for all persons attending the meeting to hear each other at the same time. Participation by such means shall constitute attendance at the meeting. The Board will conform to further public health authority directives or concerns and further state directives about the requirements of the Open Public Meetings Act that may determine the required or allowed manner of the Board's convening.

5. BOARD SUBCOMMITTEES

The THA Board will establish subcommittees. The purpose of the subcommittees is to review Board business items in advance of Board action. Board members are expected to share their expertise and opinions so staff may reconsider or revise recommendations prior to Board action.

Each subcommittee has two members of the Board, the Executive Director, and staff invited by the Executive Director. Each subcommittee will have a specific focus i.e. not all subcommittees will review all business items prior to Board action.

6. AMENDMENTS

The Board may amend these by-laws only by resolution adopted by the affirmative vote of at least three (3) Commissioners of the Board at a regular or special meeting. The approved by-laws will supersede all previous by-laws.

7. ANNUAL EVALUATION

The Board will conduct an annual facilitated self-evaluation in order to determine whether it and its committees are functioning effectively.



TACOMA HOUSING AUTHORITY

MINUTES



BOARD OF COMMISSIONERS MEETING MINUTES

REGULAR SESSION WEDNESDAY, JULY 26, 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, July 26, 2023.

1. CALL TO ORDER

Chair Smith called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:47 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 5:01 pm)	
Commissioner Derek Young	
Commissioner Pastor Michael Purter	
STAFF	
April Black, Executive Director	
Aley Thompson, Deputy Executive Director	
Sha Peterson, Executive Initiatives Officer	
	Richard Deitz, Finance Director
	Sharrall Madden, Human Resources Director
	Marquis Jenkins, Property Management Director
	Cacey Hanauer, Client Support and Empowerment Director
Sandy Burgess, Asset Management and Real Estate Development Director	
	Adam Ydstie, Policy, Innovation, and Evaluation Director
Amber Prentice, Rental Assistance Director	
	William Morse, Director/CIO

Chair Smith declared there was a quorum present at 4:48 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Smith asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, June 28, 2023. Commissioner Young moved to adopt the minutes. Vice Chair Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1 (Commissioner Rumbaugh was not yet in attendance.)

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

REAL ESTATE DEVELOPMENT COMMITTEE—COMMISSIONER RUMBAUGH, COMMISSIONER YOUNG

The committee did not meet.

FINANCE AND 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 did not meet.

COMMUNITY PARTNERSHIPS AND ADVOCACY COMMITTEE—CHAIR SMITH, COMMISSIONER PURTER

The committee did not meet.

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

The committee did not meet.

6. AGENCY MONTHLY REPORT

- The Yardi trainings have commenced. The Yardi team continue to work on critical blockers to figure out what would potentially delay the project.
- Housing and Urban Development (HUD) budget is near flat funding for tenant-based voucher program. This afternoon, the Senate passed their own version of the budget resorting HUD funding over house levels. Executive Director (ED) Black did not see proposed significant cuts to THA's budget. THA has requested funding for James Center North (JC) in the House side and advocating for that to come over in the Senate side.
- HUD added 100 MTW agencies. If the appropriate language passes, HUD would extend the current MTW contract for another fifty (50) years.
- Earlier today, ED Black received a call from the City Manager who reported that they have arrested the drug deal supplier at People's Park. She gave credit to THA staff for being aware.
- Intergovernmental Affairs Manager, Nicholas Carr and ED Black participated on a tour of Hilltop for the National League of Cities.
- National Night Out at Salishan is next Tuesday, August 1st. ED Black encouraged the Commissioners to stop by.
- Lastly, THA successfully negotiated a second union contract with OPEIU, which will bring staff not in living wage up to a living wage. This took a lot of efforts with the negotiating teams and Board endorsement from last year.

7. FINANCE REPORT

FINANCE

ED Black presented the financials. THA is significantly under budget. For the May Cash Position, changes are due to received Moving to Work (MTW) reconciliation funds and THA funding of \$1.5M for The Rise restoration which will be reimbursed by insurance. MTW Cash is at \$6.9M, HUD Held Reserves is at \$3.1M, Non-MTW Cash Restricted is at \$23.1M and Unencumbered Cahs is at \$1.6M.

7.1 RATIFYING CASH DISBURSEMENT FOR JUNE 2023

Commissioner Young moved to ratify the payment of cash disbursements totaling \$6,952,565 for the month of June 2023. Vice Chair Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1 (Commissioner Rumbaugh was not yet in attendance.)

Motion approved.

8. NEW BUSINESS

8.1 RATIFY THE OPEIU COLLECTIVE BARGAINING AGREEMENT

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

WHEREAS, the recently negotiated Collective Bargaining Agreement (CBA) between Tacoma Housing Authority and the Office and Professional Employees International Union (OPEIU) was ratified by the bargaining unit employees on July 12, 2023; and

WHEREAS, the new CBA is a three-year contract, effective from July 1, 2023, and set to expire on June 30, 2026; and

WHEREAS, the CBA has undergone significant changes which include the adoption of gender-neutral language, incorporation of Indigenous Peoples Day to be observed from October 14, 2024, and introduction of comprehensive benefits through the Public Employees Benefits Board (PEBB) program from January 1, 2024; and

WHEREAS, the CBA has accommodated Washington State laws, including the Washington Paid Family and Medical Leave and the WA Long Term Care Act, and has enhanced the sick leave benefits based on an employee's length of service; and

WHEREAS, a new wage structure for OPEIU employees has been established with the aim to attract and retain employees, thereby increasing the number of employees earning a housing wage; and

WHEREAS, OPEIU representatives, Valarie Peaphon and Tara Powell, have confirmed that all queries and concerns from the membership have been addressed during the negotiation process, and the membership, in turn, has voted in favor of the proposed agreement; now, therefore, be it

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

1. That the Board of Directors of THA, having reviewed the terms and conditions of the new Collective Bargaining Agreement (CBA), hereby ratify and approve the said agreement in its entirety.
2. That the Board acknowledges the collective efforts of all parties involved in the negotiation process, recognizing their commitment to promoting the welfare of the employees and the goals of the organization.
3. That the Board authorizes and the Executive Director to execute and deliver the CBA on behalf of the organization, and to take all necessary actions to implement the terms and conditions set forth in the agreement.
4. That this resolution shall take effect immediately upon its adoption and approval.

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

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.2 HR-50.01 EMPLOYMENT SEPARATION POLICY UPDATE

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

WHEREAS, the Tacoma Housing Authority values the dedication and loyalty of its employees and seeks to provide fair and transparent benefits policies; and

WHEREAS, THA aims to provide fair and equitable benefits to its employees, particularly those separating from employment due to disability or retirement; and

WHEREAS, it is deemed necessary to revise the current Employment Separation policy to allow for different levels of sick leave cash out based on the employee's years of service with THA; and

WHEREAS, that the policy has been revised to clarify that employees are expected to work their notice period, unless they have previously approved vacation leave or qualifying sick leave reasons as defined by applicable law; now, therefore, be it.

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

1. Employees separating from employment due to disability or retirement and with 20 or more years of service are eligible for a cash out of 100% of their accrued sick leave balance, up to a maximum accumulation of 960 hours.
2. Employees with 10 to less than 20 years of service are eligible for a cash out of 50% of their accrued sick leave balance, up to a maximum accumulation of 960 hours, equivalent to 480 hours paid.
3. Employees with less than 10 years of service are eligible for a cash out of 25% of their accrued sick leave balance, up to a maximum accumulation of 960 hours, equivalent to 240 hours paid.
4. This resolution supersedes any conflicting policies or resolutions previously adopted by the Board of Commissioners.
5. This resolution shall take effect immediately upon its adoption.

Commissioner Rumbaugh motioned to approve the resolution as amended adding:

Retiring employees that were hired before July 26, 2023, will be paid the greater of 50% of sick leave or the percentage of sick leave they are eligible for based on length of service.

Commissioner Young seconded the amended motion.

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.3 TIME AWAY FROM THA POLICY UPDATE

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

WHEREAS, the Tacoma Housing Authority values the dedication and loyalty of its employees and seeks to provide fair and transparent benefits policies; and

WHEREAS, the intention of these amendments is to ensure a supportive work environment, promoting the well-being of its staff; and

WHEREAS, it has been deemed necessary to revise the existing "Time Away from THA" policy to incorporate the observation of new holidays, extend the vacation carry-over allowance, expansion of bereavement leave, and establish provisions for potential Rest and Wellness days; now, therefore, be it.

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

1. Indigenous People's Day shall be officially observed, commencing in 2024.
2. An additional Floating Holiday will be accorded, raising the total to three annually.
3. The maximum Vacation Carry Over period shall be increased from 40 days (320 hours) to 45 days (360 hours).
4. Provisions shall be made for Rest and Wellness Days, which the employer can designate across the agency, considering staffing, workload, and other conditions. These days will not accrue or carry over, nor can they be individually rescheduled.
5. An expansion of bereavement leave to 5 days, with the condition that the Employer may request proof of the family or household member's death, which should be provided within 45 calendar days, with the allowance for additional time in extenuating circumstances.
6. This resolution shall take effect immediately upon its adoption.

Commissioner Rumbaugh motioned to approve the resolution. Vice Chair Hodge seconded the motion.

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.4 LOW INCOME HOUSING INSTITUTE LINCOLN DISTRICT SENIOR HOUSING BUILDING 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, LIHI Lincoln District Senior Housing project will provide 78 units of affordable housing; and

WHEREAS, LIHI Lincoln District Senior Housing 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 up to twenty (20) HUD-VASH vouchers to Project-Based VASH vouchers at LIHI Lincoln District Senior Housing project.

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

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.5 LOW INCOME HOUSING INSTITUTE LINCOLN DISTRICT SENIOR HOUSING -PROJECT BASED VASH VOUCHER AHAP

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

WHEREAS, LIHI Lincoln District Senior Housing project will provide 78 units of affordable housing; and

WHEREAS, LIHI Lincoln District Senior Housing 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 Low Income Housing Institute for LIHI Lincoln District Senior Housing Project.

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

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.6 APPROVAL OF MERCY HOUSING NORTHWEST-PROJECT BASED VOUCHERS COMMITMENT

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

WHEREAS, Mercy Housing Northwest will develop up to 150 units of affordable housing at Aviva Crossing/James Center North; and

WHEREAS, Mercy Housing Northwest’s project will house low income, very-low-income and extremely low-income households in our community; and

WHEREAS, THA is committed to providing housing for low income families 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 will award up to 150 Project-Based vouchers to Mercy Housing Northwest’s project at James Center North/Aviva Crossing. This award will be contingent upon satisfying requirements related to new HUD HOTMA rules, as well as approval by HUD of an environmental review and subsidy layering review. Commissioner Rumbaugh motioned to approve the resolution. Commissioner Young seconded the motion.

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

8.7 EXTENSION OF PROPERTY-BASED VOUCHER CONTRACT-CAMPBELL COURT APARTMENTS

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

WHEREAS, THA has provided property-based subsidy assistance to Metropolitan Development Councils Campbell Court Apartments since 2020; and

WHEREAS, Campbell Court Apartments provides housing for low-income families in the community; and

WHEREAS, an extension of 4 years will allow THA and Campbell Court Apartments to continue to provide rental assistance to low-income families in the community; and

WHEREAS, Failure to extend this contract would lead to a loss of affordable housing units; now, therefore, be it

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

The Board authorizes an extension of THA's Property-Based Subsidy Contract with Metropolitan Development Council for Campbell Court Apartments for four (4) years.

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

AYES: 5
NAYS: None
Abstain: None
Absent: None

Motion approved: July 26, 2023

Shennetta Smith, Chair

9. COMMENTS FROM COMMISSIONERS

Chair Smith announced Asset Management and Real Estate Development Director, Sandy Burgess' retirement from THA. Sandy has been with THA for ten (10) years. She has worked in housing for over forty (40) years. "Congratulations on your retirement," commented Chair Smith. Commissioner Purter and the rest of the Board of Commissioners congratulated Director Burgess.

10. ADJOURNMENT

There being no further business to conduct, the meeting ended at 5:28 pm.

APPROVED AS CORRECT

Adopted: August 23, 2023

Shennetta Smith, Chair



Real Estate Development Committee

Commissioner Stanley Rumbaugh
Commissioner Derek Young
Adam Ydstie
Nicholas Carr
Rich Deitz
Sandy Burgess

Finance Committee

Commissioner Derek Young
Vice Chair Minh-Anh Hodge
Aley Thompson
Rich Deitz

Community Partnerships and Advocacy Committee

Chair Shennetta Smith
Commissioner Pastor Michael Purter
Adam Ydstie
Cacey Hanauer
Nicholas Carr
Nick Tolley

Education, Housing, Services and Partnerships Committee

Chair Shennetta Smith
Vice Chair Minh-Anh Hodge
Adam Ydstie
Aley Thompson
Cacey Hanauer
Marquis Jenkins

Diversity, Equity and Inclusion Committee

Chair Shennetta Smith
Vice Chair Minh-Anh Hodge
Christine Nguyen
Jaime Gomez-Beltran
Les Pogue
Sharrall Madden



TACOMA HOUSING AUTHORITY

FINANCE REPORT



MOTION

Date: August 23, 2023

To: THA Board of Commissioners

MOTION

Adopt a consent motion ratifying the payment of cash disbursements totaling \$7,089,403 for the month of July 2023.

Approved: August 23, 2023

Shennetta Smith, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of July 2023

	Check Numbers		Amount	Totals
	From	To		
A/P Checking Accounts				
Accounts Payable Checks	Check #'s	96,682 - 96,747		
Accounts Payable ACHs	ACHs	2,171 - 2,236		
Business Support Center			923,916	Program Support
Moving To Work Support Center			139,253	
Moving To Work Buildings (used by Support Center)			5,154	
Tax Credit Program Support Center			35,032	
Section 8 Programs			184,012	Section 8 Operations
Alberta J Canada Bldg			295	Properties
Salishan 7			17,813	
THDG - General			250	THDG
James Center			32,225	Development
Hillsdale Heights			475	
Bus Development Activity			34	
SAFE/TRAC			580	Client Support
Department of Commerce Funding for Crisis Residential Center			202,412	
Community Services MTW Fund			10,697	
Education Private Grants (Gates, etc.)			375	
COT-Community Wellness Program			2,250	
AMP 6 - Scattered Sites			9	Public Housing
THA SUBTOTAL			1,554,781	
Hillside Terrace 2 & 1500			2,642	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility			10,073	
Housing Hilltop LLLP			23,190	
Arlington Youth Campus			2,604	
Court F (The Rise)			3,487	
Renew Tacoma Housing			21,327	
Salishan 1 - Salishan 6			14,797	
TAX CREDIT SUBTOTAL (Operations & Development - billable)			78,120	
Section 8 Checking Account (HAP Payments)				
SRO/HCV/VASH/FUP/NED	Check #'s	487,152 - 487,280	235,905	
	ACHs	32,592 - 33,513	4,222,689	\$ 4,458,594
Payroll & Payroll Fees - ADP				\$ 997,907
TOTAL DISBURSEMENTS				\$ 7,089,403



TACOMA HOUSING AUTHORITY

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Date: August 23, 2023

To: THA Board of Commissioners

From: Richard Deitz
Director of Finance

Re: Finance Department Board Report

1. FINANCIAL STATEMENT

I present the July 2023 disbursement report for your approval.

The Finance Department is submitting the financial statement for the period through June 30, 2023. This is the mid-year report, reflecting the agencies performance for the first half of the year.

In reviewing the financials, *Line 50 – Surplus/(Deficit) before Capital Expenditures* shows a much larger than normal surplus of \$5,031,895 YTD. This is primarily the result of a timing difference related to Moving to Work (MTW) funding that will resolve itself by the end of the year. As a result, we are projecting a more moderate surplus at year-end of \$1,267,040. On *Line 55 – THA Surplus/(Deficit)* you will see that once capital expenditures are taken into account, we have a surplus of \$3,409,6088 YTD. By year-end, when the MTW timing difference noted above is resolved, the year-end surplus is projected to be \$154,902.

As illustrated in the financial statement, the agency continues to do well and will end the year in a strong financial position. There are a few areas that I believe deserve additional discussion. These areas are addressed below.

For this report, general themes and notable items will be addressed.

- *Line 1, HAP Reimbursements* – We are currently running ahead of budget due to the additional MTW funding received in May, resulting in THA having a significant amount of MTW cash on hand. By the end of the year our funding will be more in line with our actual MTW spending, which is currently running below what was budgeted.
- *Line 5 – Capital Fund Operating Revenue* – This is primarily a carryover of funds from 2019, which we drew down in January to ensure that they were used prior to their expiration. We do not anticipate making another draw until 2024.
- *Line 7, Tenant Revenue – Dwelling Rent* – As was the case in the first quarter, the lower than anticipated dwelling rental revenue is primarily related to Salishan 7 and North Highland Court. The tenant revenue for both properties increased in the second quarter but remained under budget.
- *Line 10 – Other Revenue* – This line item includes a variety of different revenue sources, one of which is non-governmental grant revenue. We typically recognize revenue for these grants after we have incurred the related expenses. Our rate of expenditures is currently running a little behind what was anticipated which has led to the slightly lower than expected *Other Revenue*.

- *Line 12 – T/C/ Waterfall Payments* – The waterfall payments will be processed in the third quarter. The final amounts have been calculated and are significantly below what was anticipated due to lower than anticipated rent collections and increased property operating costs.
- *Line 13 – Investment Income* – Interest income is significantly higher than budgeted due to the rapid rise in interest rates.
- *Lines 15 – 25 – Administrative Expense* – Although each line item remains under budget, some of this is due to timing. We have several new and vacant positions budgeted for 2023 that we are still in the process of hiring. As we bring these new employees onboard, our salary and benefits costs should come more in line with the budget as we continue through the year. Additionally, we have set aside funds within Administrative Salaries to cover salary increases and repositioning related to the salary study and union negotiations. However, these adjustments will not take effect until the second half of the year. There is a fairly significant variance in internal management fees which is an interdepartmental fee. Contract service costs are also running lower than expected and are reflected under *Other administrative expenses*.
- *Lines 26 – 29 – Tenant Service* – The Tenant Service area is under budget for the first half of the year as a whole. The underspending in the Salaries and Benefits area is due to unfilled vacancies.
- *Lines 31 – 35 – Ordinary Maintenance and Operations* – This category is currently over budget, and we expect this trend to continue throughout the year. THA has a grant that is paying for a portion of the maintenance staff working at Arlington Youth Campus. These funds were originally budgeted for other areas. The Maintenance Supervisors were also budgeted under Administrative Expenses; however, their salaries are now going to Maintenance Labor. Maintenance Salaries are also over budget at all of our third-party managed properties.
- *Line 38 – Other General Expense* – This area is primarily over budget due to bad debt in our commercial properties. Some timing-related issues are further increasing the negative variance.
- *Line 42 – Ext. Maint/ Fac Imp/Casualty Loss (Proceeds)* – As of the end of the second quarter, we had received more from the insurance company than we had expensed due to timing issues.

2. INVESTMENTS

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at 1.75%. The Washington State Local Government Investment Pool currently provides a return rate of 5.20%.

3. AUDIT

The Washington State auditors recently began their work on the 2022 audit and are on track to complete their work in time for the financial submission to be completed and submitted to HUD by September 30th. The auditors will initially focus on the Single Audit (Compliance)

and financial portion of the audits. Once these portions are complete, they will focus on the Accountability portion.

4. BUDGETS

With the uncertainty in Washington DC and the Yardi conversion, we are deviating from our standard practice and approaching this year as something closer to a continuing resolution or carry-on budget. We held budget kickoff meetings with each of the departments in early-mid July with a focus on larger items and significant changes that need to be accounted for. For example, we have updated our salary schedules to reflect the current salaries and new union contracts. In other areas, such as travel and training, we have asked departments to live within their 2023 budgeted amounts. In mid-August, we held follow-up meetings with the departments to finalize each of their budgets.

5. YEAR END UPDATE

There is no update at this time.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	June-23				Thru 12/31/2023			
	CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE	
OPERATING RECEIPTS								
1	HUD grant - Section 8 HAP reimbursement	21,185,509	34,594,058	33,934,112	1.94%	67,417,272	69,392,272	-2.85%
2	HUD grant - Section 8 Admin fee earned	1,450,501	3,065,093	2,840,653	7.90%	5,918,954	5,681,306	4.18%
3	HUD grant - Community Services	120,973	120,973	98,831	22.40%	245,915	197,662	24.41%
4	HUD grant - Public Housing subsidy	1,150	3,405	6,150	-44.63%	6,810	12,300	-44.63%
5	HUD grant - Capital Fund Operating Revenue	0	486,041	250,071	94.36%	486,041	500,141	-2.82%
6	Other Government Grants	644,973	1,231,616	1,187,500	3.72%	2,375,000	2,375,000	0.00%
7	Tenant Revenue - Dwelling rent	806,927	1,609,213	1,736,916	-7.35%	3,266,702	3,473,831	-5.96%
8	Tenant Revenue - Other	67,593	123,779	83,405	48.41%	235,180	166,810	40.99%
9	Management Fee Income	846,387	1,692,838	1,742,553	-2.85%	3,426,304	3,485,105	-1.69%
10	Other Revenue	688,881	1,011,172	1,105,177	-8.51%	2,122,344	2,210,353	-3.98%
11	Other Revenue - Developer Fee Income	0	0	0	N/A	0	0	N/A
12	Other Revenue - T/C Waterfall Payments	0	0	915,500	-100.00%	1,061,279	1,831,000	-42.04%
13	Investment income	180,430	340,640	24,573	1286.24%	681,280	49,146	1286.24%
14	TOTAL OPERATING RECEIPTS	25,993,323	44,278,827	43,925,439	0.80%	87,243,082	89,374,926	-2.39%
OPERATING EXPENDITURES								
<i>Administrative Expenses</i>								
15	Administrative Salaries	2,218,078	4,495,247	5,340,707	-15.83%	10,190,018	11,504,782	-11.43%
16	Administrative Personnel - Benefits	770,284	1,545,277	1,978,730	-21.91%	3,183,271	4,066,421	-21.72%
17	Audit Fees	2,562	2,562	65,000	-96.06%	130,000	130,000	0.00%
18	Management Fees	144,645	279,096	356,420	-21.69%	627,966	712,839	-11.91%
19	Office Expense	501,589	1,096,492	1,258,739	-12.89%	2,492,984	2,517,477	-0.97%
20	Legal	55,642	102,170	181,500	-43.71%	313,000	363,000	-13.77%
21	Travel/Training	76,088	157,406	285,500	-44.87%	314,812	571,000	-44.87%
22	Other administrative expenses	605,051	1,225,263	1,507,205	-18.71%	2,735,526	3,014,410	-9.25%
23	Due diligence - Perspective Development	0	10,320	200,000	-94.84%	300,000	400,000	-25.00%
24	Contingency	0	0	52,500	-100.00%	0	105,000	-100.00%
25	Total Administrative Expenses	4,373,939	8,913,833	11,226,300	-20.60%	20,287,577	23,384,929	-13.25%

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	June-23				Thru 12/31/2023			
	CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE	
Tenant Service								
26	Tenant Service - Salaries	384,064	773,821	892,103	-13.26%	1,741,098	1,842,194	-5.49%
27	Tenant Service Personnel - Benefits	150,182	297,272	369,039	-19.45%	639,135	748,743	-14.64%
28	Tenant Service - Other	719,337	1,426,228	1,413,423	0.91%	2,852,456	2,826,845	0.91%
29	Total Tenant Services	1,253,583	2,497,321	2,674,565	-6.63%	5,232,689	5,417,782	-3.42%
Utilities								
30	Total Project Utilities	112,813	221,434	233,500	-5.17%	451,726	467,000	-3.27%
Ordinary Maintenance & Operations								
31	Maintenance Salaries	121,956	255,335	128,507	98.69%	634,988	262,977	141.46%
32	Maintenance Personnel - Benefits	34,018	72,285	35,804	101.89%	159,027	73,533	116.27%
33	Maintenance Materials	41,903	86,698	81,930	5.82%	163,395	163,860	-0.28%
34	Contract Maintenance	239,706	427,969	425,234	0.64%	855,938	850,467	0.64%
35	Total Routine Maintenance	437,582	842,286	671,474	25.44%	1,813,349	1,350,837	34.24%
General Expenses								
36	Protective Services	14,532	47,471	40,900	16.07%	81,800	81,800	0.00%
37	Insurance	97,170	195,266	203,804	-4.19%	406,805	407,608	-0.20%
38	Other General Expense	88,433	325,971	232,476	40.22%	514,815	464,951	10.72%
39	Interest Expense	215,524	339,242	322,310	5.25%	644,620	644,620	0.00%
40	Total General Expenses	415,660	907,951	799,490	13.57%	1,648,040	1,598,979	3.07%
41	TOTAL OPERATING EXPENSES	\$ 6,593,578	\$ 13,382,826	\$ 15,605,329		\$ 29,433,380	\$ 32,219,527	
Nonroutine Expenditures								
42	Ext. Maint/Fac Imp/Casualty Loss (Proceeds)	(18,391)	(35,931)	31,400	-214.43%	47,032	62,800	-25.11%
43	Sec 8 HAP Payments	13,306,979	25,792,755	25,421,741	1.46%	53,232,199	52,959,291	0.52%
44	Total Nonroutine Expenditures	13,288,588	25,756,824	25,453,141	1.19%	53,279,231	53,022,091	0.48%
45	TOTAL EXPENDITURES	19,882,166	39,139,650	41,058,470	-4.67%	82,712,612	85,241,618	-2.97%
46	OPERATING SURPLUS/(DEFICIT)	6,111,158	5,139,178	2,866,969	79.25%	4,530,470	4,133,308	9.61%
47	Debt Service Principal Pymt/Loan Payoffs	(47,282)	(107,283)	(1,631,715)	-93.43%	(3,263,430)	(3,263,430)	0.0%
48	Surplus/Deficit Before Reserve Appropriations	6,063,876	5,031,895	1,235,254	307.36%	1,267,040	869,878	45.66%
49	Reserve Appropriations - Operations	0	0	0		0	0	
50	Surplus/Deficit Before Captial Expenditures	6,063,876	5,031,895	1,235,254		1,267,040	869,878	
51	Capitalized Items/Development Projects	(1,448,488)	(1,886,590)	(2,240,000)	-15.78%	(4,902,231)	(4,480,000)	9.42%
52	Reserve for Replacement	(46,227)	(92,454)	(92,454)	0.00%	(184,907)	(184,907)	0.00%
53	Revenue - Capital Grants/Sale of Property	0	0	625,000	-100.00%	1,250,000	1,250,000	0.00%
54	Reserve Appropriations - Capital	131,476	356,837	1,387,500	-74.28%	2,725,000	2,775,000	-1.80%
55	THA SURPLUS/(DEFICIT)	4,700,637	3,409,688	915,300		154,902	229,971	

TACOMA HOUSING AUTHORITY

CASH POSITION - June 2023

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	7,052,414	1.75%
Section 8 Checking	10,517,770	1.75%
THA Affordable Housing Proceeds-Salishan	2,003,755	1.75%
THA Scattered Sites Proceeds	5,981,581	1.75%
FSS Escrows	220,265	1.75%
FSS Forfeitures	14,826	1.75%
CSA Escrows	106,564	1.75%
Note Fund Account	104	1.75%
THA Investment Pool	343	1.75%
THDG - Tacoma Housing Development Group	1,077,619	1.75%
Salishan 7 Operations	1,485,736	1.75%
Salishan 7 Security Deposit	31,358	1.75%
Salishan 7 Replacement Reserve	613,075	1.75%
Salishan 7 Operating Reserve	206,945	1.75%
North Highland Operations	98,934	1.75%
North Highland Security Deposit	25,718	1.75%
Highland Crest Operations	903,190	1.75%
Highland Crest Replacement Reserve	377,702	1.75%
Highland Crest Security Deposit	42,023	1.75%
Outrigger Operations	660,534	1.75%
Outrigger Replacement Reserve	322,609	1.75%
Outrigger Security Deposit	26,457	1.75%
Prairie Oaks Operations	280,159	1.75%
Prairie Oaks Replacement Reserve	49,598	1.75%
Prairie Oaks Security Deposit	5,002	1.75%
Payroll Account	14,639	1.75%
HOME STREET BANK		
James Center North Operations	1,390,425	0.00%
James Center North Security Deposit	77,458	0.00%
WASHINGTON STATE		
Investment Pool	\$ 8,538,060	5.20%
1. TOTAL THA CASH BALANCE	\$ 42,124,863	
Less:		
2. Total MTW Cash Balance	\$ 5,948,374	
<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)	\$ 5,222,374	
3. MTW Cash Held By HUD	\$ 4,766,858	
4. Non MTW Cash Restrictions/Obligations		
<i>4.1 Non MTW Operational Restrictions</i>		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,985,335	
4.101 Area 2B Sales Proceeds (Afford Hsg)	2,003,755	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,981,581	
4.20 THA Property Accounts Reserved	\$ 13,168,437	
4.201 Security Deposit Accounts	208,017	
4.202 Highland Crest Operations Reserves	520,000	

TACOMA HOUSING AUTHORITY

CASH POSITION - June 2023

4.203 Highland Crest Replacement Reserves	377,702		
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	322,609		
4.208 Prairie Oaks Operations Reserves	177,000		
4.209 Prairie Oaks Replacement Reserves	49,598		
4.210 Salishan 7 Operations Reserves	750,000		
4.211 Salishan 7 Replacement Reserves	613,075		
4.212 North Highland Court Operations Reserves	50,000		
4.213 North Highland Capital Reserve	400,000		
4.214 Housing Hilltop Loan Reserve	8,287,500		
4.30 Rental Assistance Reserves		\$ 755,092	
4.301 Mod Rehab Operating Reserves	87,648		
4.302 VASH, FUP, FYI, NED, EHV & MAIN HAP Reserves	325,789		
4.303 FSS & CSA Escrows	341,655		
4.40 Prepaid Grants		\$ 1,611,904	
4.401 TPS Interlocal (CS-2017-011)	210,026		
4.402 Balmer Foundation - Education Prog (CS-2020-005)	96,001		
4.403 College Spark (PI-2018-005)	52,848		
4.404 GTCF Grant (PI-2019-005)	125,409		
4.405 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.406 THDG	1,077,619		
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$ 23,520,767	
4.70 Agency Contracted or Budgeted Commitments Remaining		\$ -	
		-	
		-	
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 23,520,767	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 12,655,722	
6. Development Advances - Project Reimbursement upon draw		\$ 87,301	
6.01 Housing Hilltop LLLP	87,301		



TACOMA HOUSING AUTHORITY

AGENCY MONTHLY REPORT



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Executive Director
Date: August 23, 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 July. 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.

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INCREASE THE AMOUNT OF AFFORDABLE HOUSING FOR LOW INCOME FAMILIES

Housing Hilltop

Housing Hilltop continues to be on schedule and budget, with \$ 34,727,536 of our \$119,000,000 budget expended as of the end of July. Walsh is meeting the Section 3 goals established for the project, with 25% of labor hours as of June 30 provided by Section 3 qualified workers. Walsh also continues to meet safety goals on the site, with no worker safety incidents to date.

The monthly newsletter from Walsh is attached to this report. Below is a picture from August 2023.



Increase Project Based Voucher Opportunities

Staff continue to seek out and establish relationships with developers and landlord partners to offer partnerships like set aside unit MOUs, potential project-based partnerships, or to list vacancies within the community on our vacant unit list exclusive to our current THA voucher holder shoppers.

Aviva Crossing

Aviva Crossing is progressing with the site infrastructure planning and financing.

INCREASE HOUSING ACCESS AND STABILITY

Yardi

After 18 months, the Yardi software conversion project, which is intended to replace the Salesforce-based OpenDoor system and Finance's Intact tool, is now nearing the end of the configuration stage and is soon scheduled to be formally implemented. Starting in late August and rolling through the beginning of October, THA is set to officially convert to Yardi. The project is on track for this conversion with all major blockers or items preventing go-live now being resolved. Some of these items, particularly surrounding the allocation of financial expenses within the system, were complex and took longer to resolve than anticipated. However, THA has found a solution for this issue and is now working through dependencies, such as payroll allocations, to put solutions in place. The formal "go / no-go" decision will be made before the first data conversion takes place the week of August 20th. At this point, the project is a "go," and we hope to go-live on-schedule with Yardi as planned. The project remains under budget.

As with any large system conversion of this type, THA should expect challenges, particularly during the first six months of the conversion. Issues will come up, and there will be challenges with using the system even though THA has tried to proactively mitigate such matters. This change is significant and expansive, so staff learning to use the system and adopt new processes will take time. The agency should expect some hiccups. Further, not all system features made it into the initial conversion and will need to be addressed in a planned "Phase II" of this project.

Simultaneously, CSE will convert to their new software platform, Apricot, providing case management services. Because of scheduling, the formal integration of Apricot and Yardi must be completed after go-live so some manual data entry will be required. IT hopes to address this integration after the Apricot system is live as soon as possible.

The Yardi project has been a major undertaking for THA. Virtually the entire agency has been involved and will be impacted. However, the Yardi platform will give THA enormous strategic and operational advantages that only some housing authorities have. Because of the tremendous commitment of staff, THA anticipates that this project will be a great success.

Increase Voucher Shopping Success

THA's Housing Navigation team partnered with a local landlord to host a lease up event in an effort to increase shopping success rates for our customers. The team were on site to support and assist our customers applying for units. The team will be seeking more opportunities to host similar events with more partners ultimately increasing housing success rates.

The Rental Assistance Department is starting to publish an internal monthly newsletter about their work. A copy is attached. This newsletter shows great work amongst our team. It is also a model for reporting we hope to provide once we convert to Yardi.

Children's Savings Accounts

A large part of maintaining a high occupancy rate is ensuring that current THA tenants have access to community assets and resources, the right kind of support when things get tough, and are engaged in their communities to promote safety, security, and fun. As such, THA supports students involved in school and looking toward post-secondary education through the Child Savings Account program. This program has been around for several years at THA and has undergone several changes to best meet student and family needs. Over the past two years, the Washington Student Achievement Council (WSAC) has been working with CSE staff to develop an interactive online dashboard to allow our Children's Savings Account (CSA) program to have more efficiency and ease in monitoring, tracking, and managing scholarship awards by way of its Guaranteed Education Tuition (GET) program. In 2021, THA moved the administering of the CSA from Heritage Bank to the state's Guaranteed Education Tuition (GET) program. We are pleased to share that we are currently testing the dashboard, which WSAC hopes to have go live in the fall of this year. The online dashboard features the ability for THA as the administrator of funds, to quickly enroll students into the program, award students' funds, and track the allotment and disbursement of funds. The dashboard will allow us to shift away from paper enrollment, removing a barrier of communication and confusion for families. All students living on THA's family properties, age 18 and younger, are eligible to enroll in the CSA program.

Highlighting THA Programs with Funders

On July 31st, CSE Community Builders Rob McAfee and Gary McCurty and Program Manager Caroline Cabellon joined the City of Tacoma, WorkForce Central, the Tacoma-Pierce County Health Department, and many other community organizations at a Robert Wood Johnson Foundation site visit at the Greater Tacoma Convention Center. The City of Tacoma was one of over 200 applicants for a Culture of Health grant from the Foundation, and we are proud to be in the top 14 applicants to be chosen for the grant and to receive a site visit from the funder. RWJF will select 10 cities for the final prize. The THA team was asked to represent our community-building work as a practice of community co-design. The following is an excerpt from the RWJF application:

"Tacoma has an established practice of co-designing with and compensating community members as the experts who directly face the structural, racist barriers to health and prosperity in our city. One powerful example of this is an effort that began two years ago in partnership with Tacoma Housing Authority and our local workforce board. Braiding our investments, we brought on representative community members who faced barriers to health and economic opportunity. Together we implemented a year-long community co-design effort aimed at increasing well-being and access to resources for communities impacted by poverty in the region, most of which are communities of color. The outcome is a robust set of recommendations and programs, and policies Tacoma is now partnering to implement, including paid workforce training while people receive wrap around services in a single location where people live, training employers in understanding skills-based hiring and equity in wages and occupations, broadening universal basic income, and a host of other strategies. We present this qualitative data to our community with the same level of importance in driving our work as we do with the quantitative data the equity index provides. As the community group leading these efforts stated in their report: "Centering and empowering those in our communities that are the most oppressed, disenfranchised, marginalized is key to breaking the barriers that they face. Authentic engagement that highlights the strengths of these communities and shines a light on the wisdom of the lived experiences of those that have interacted with this project can be a life affirming act that empowers and embraces."

Promoting Summer Resources

Additionally, in partnership with Property Management, the CSE team has promoted and brought various summer programs onto THA properties. To communicate the varied opportunities, the CSE community building team worked with Erik Owomoyela & Nick Tolley in Communications to develop an events webpage that will live on THA's website. The launch of

the webpage this month will feature summer programming and activities taking place across the portfolio. CSE and Communications will have weekly check-ins to ensure live updates to the webpage. This webpage aims to act as a landing page for all THA residents seeking resources and ways to engage ongoing.

Tenant-Led Events

The Tenant Representative Action Coalition (TRAC) Board had its annual meeting on July 28th. This is a chance for residents from the resident advisory board supporting seniors and individuals with disabilities to share highlights from their year with their neighbors and THA staff. Last year, 200 people attended the event! Thank you to Community Builder Martha Matthias for working with each building to help acquire resources for residents and Community Advocates Sylvia Cepriano and Lancy Dennis for their support of residents gathering and maintenance for helping set up and clean up.

THA would like to give a huge THANKS! to Steve Stewart, resident of the Ludwig Apartments. For the past six years, Steve has been a dedicated volunteer van driver for residents living in the mid-rises. Steve is retiring from the role of taking residents to the grocery store, food banks, TRAC meetings, farmers market, thrift stores, trainings, and picnics at the beach. Community Builder Martha Matthias says of Steve: "He served his community with grace, humor, patience, and a caring heart." Thank you for your service, Steve!

Finally, THA hosted two different National Night Out events this year. National Night Out is an annual community-building campaign that promotes partnerships and neighborhood camaraderie to make our neighborhoods safer, more caring places to live. National Night Out enhances relationships while reinforcing a true sense of community. The first event that THA helped host was at the New Tacoma Apartments, on G St, where neighbors, residents, organizations and their families gathered to eat some hot dogs, share resources, and be in community together. THA, Mercy Housing NW, and National Night Out co-hosted this event. The second event THA helped host was at Salishan. Again, this event helped build connections in our community between residents, community partners, and emergency services. We had an excellent turnout for the event this year with over 2100 taco served from Palomino's Taqueria truck, 450 hot dogs from our grilling tent, and countless snow cones and more than 16 donors and sponsors. There was also a resource fair supported by THA's Rob McAfee. The resource fair had 27 community booths!

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

Update from Staff DEIB Steering Committee

The DEIB steering committee published its second newsletter, covering the July/August months. This issue featured an essay about Islamic New Year written by THA staff member and DEIB steering committee member, Musa Abdirahman. The goal of the newsletter is to highlight key cultural events and holidays that occur throughout the year and share a unique perspective written from staff.

The DEIB steering committee members continue to participate in Leadership Team meetings & the Board DEIB subcommittee meetings at a regular schedule. As a result of this participation, the steering committee provided feedback on relevant sections of the Board of Commissioners By-laws and clarify the description and involvement of staff steering committee members for Board DEIB subcommittee.

The committee held an in-person retreat in July where we discussed short-term goals and action steps we want to take in 2023 to make more impact across the agency. The steering committee plans to debrief next steps coming out of this retreat in mid-August and share key themes with THA all staff.

Changes to THA's Bylaws

This month, you will see a resolution proposing changes to THA's bylaws. These recommendations were informed by the 2022 Lindsay Report related to THA governance. The proposed changes include:

- Detailed descriptions of the roles of the Board members and the ways the Executive Director and staff will communicate with the Board;
- Language specifying that any member of the public or staff may attend a regular or special board meeting and clarification that the public and staff will be excluded from Executive Sessions;
- The purpose of Board Subcommittees;
- A commitment to an annual Board self-evaluation; and
- Time limits for Board members.

Software Changes

As THA looks forward to implementing the Yardi administrative system tool, THA can also look forward to better support of diversity and inclusion within this tool because of efforts made by THA staff to incorporate these principles into Yardi.

Before THA’s advocacy, Yardi did not support the ability of people to fully and richly identify their race and ethnicity in Yardi. Yardi only supported the limited race and ethnicity identities as currently outlined by HUD. In addition, Yardi did not support non-binary genders, the selection of preferred pronouns or the identification of a preferred name. THA vigorously pressed Yardi to include these features in their systems before THA went live. Because of THA’s advocacy, Yardi agreed. Over several months, Yardi worked with THA to design these features and the functionality to support them. While THA will be the first housing authority in the nation to get to use the new diversity and inclusion functionality, it will now become standard functionality in Yardi for all housing authorities nation-wide. This new functionality will allow our clients to fully and richly identify themselves which, in turn, will help THA to better support them with the programs and services we offer.

THA may be a small housing authority, but its reach can truly be national.

MAKE THA A GREAT PLACE TO WORK

As stated in previous reports, THA is focused on ensuring that Housing Hilltop meets the Section 3 requirements set forth by HUD. Below are their numbers to date. These numbers show incredible effort and success by Walsh and THA.

Month	Total Labor HRs	Section 3 HRs	Targeted Section 3 HRs	Section 3 HRs %
January	3964.5	594	16	15%
February	3615	749.5	167	21%
March	5147	1172	268	23%
April	5414	2227.5	404	41%
May	7188	2686.5	483	37%
June	11766.25	1990	369	17%
Total	37094.75	9419.5	1707	25%

The chart below shows Walsh’s outreach event tracker. This shows the number of events and activities Walsh has held or attended to promote jobs to folks who may qualify as Section 3 or Targeted Section 3.

Housing Hilltop Section 3 Event Tracker

Meeting	Date	Location	Agenda/Description
Section 3 Subcontractor Outreach	8/11/2022	THA Office	Introduction to project/bidding information
DSHS Hiring Event	8/11/2022	Alan Moore Bldg.	Job fair
Section 3 Outreach - Q&A	8/18/2022	Salishan FIC	Q&A Regarding bidding/general project info
PACE Cohort 35 Graduation	3/1/2023		Outreach
PACE Mock Interviews	3/18/2023		Outreach
TRP Cohort 119 Graduation	3/22/2023		Outreach
ANEW's Inclusion Summit	4/11/2023	DoubleTree at SeaTac	Outreach
YouthBuild Career Fair	5/31/2023	South Seattle College Georgetown Campus (6737 Corson Ave South, Building C)	Job fair
ANEW's Career Fair	6/8/2023	ANEW Training Center	Career fair
PACE Cohort 36 Graduation Celebration	6/12/2023	ANEW Training Center	Outreach
PACE Pierce Cohort 37 Graduation Celebration	6/29/2023	Bates Technical College - South Campus	Outreach
ANEW's PACE Running Start Cohort 38 Tukwila, Graduation	8/25/2023	ANEW Training Center	Outreach

A LOOK AHEAD: JULY BOARD FOCUS

Our September Board meeting will be focused on phase 2 of our annual planning. We will review our 2024 goals and calendar of topics to focus on during Board meetings in 2024.

ADVOCACY ITEMS

Congressional Site Visit

On August 17, THA helped to host Sen. Patty Murray's staff locally to discuss affordable housing projects and issues in Tacoma and Pierce County. THA led a tour of Housing Hilltop with the Senator's staff and attending participants. The picture below was taken from the courtyard area of the South building.



The Murray event included presentations about several housing projects that are underway in our region. Three of those presentations are attached.

CLPHA Advocacy

THA participated in the inaugural CLPHA RAD Rents group to discuss collectively pushing HUD to increase the rents and associated outcomes to make RAD conversions more feasible; including using Faircloth units to help ensure increased affordable housing in our communities. This followed participation in an inaugural CLPHA Legislative Working Group to help prioritize, provide feedback, and offer ideas on federal legislation that impacts PHAs.

Hilltop Community Engagement

THA has begun to interact with the city's effort to create a Business Improvement Area (BIA) in the Hilltop area spanning MLK Way from Mary Bridge to St. Joseph's. THA will work with local stakeholders and community advocates to design an equitable assessment mechanism for funding, along with ensuring that the outcome is not security/policing focused, but rather services and advocacy focused -more to come on this.

Advocating for Housing Wages

THA's wage changes were the topic of a Seattle Times article on August 17th. A copy of this article is attached.

HOUSING HILLTOP CONSTRUCTION UPDATE



8/11/23

GENERAL CONTRACTOR:



Project Superintendent

Tanner Romo

tromo@walshconstruction.com
(206) 547-4008

Project Manager

Nathan Connaway

nconnaway@walshconstruction.com
(206) 547-4008

PROJECT OWNER:

Housing Hilltop LLLP

Lester Pogue

lpogue@tacomahousing.org
(253) 579-4069

Working Hours:

Mon-Fri: 7:00AM – 7:00PM
Saturday: 9:00AM – 7:00PM



Dear Hilltop Community Members,

The new Housing Hilltop project is advancing quickly and if you would like to find out more about the specifics of the buildings, **please scan the QR Code Below.**

As both north and south buildings are going up, we still have our electrical, plumbing and HVAC going into the south building. Scaffolding on the south building has now been completed, leading into our exterior finishes to kick off. The south building will receive an increase of deliveries as we continue to incorporate more material needed for the required scopes. We will start the install of windows starting at the end of the month. Moving to the north building, you will see a lot of shoring placed in preparation for our level two concrete floor. This level two floor will be done in two separate pours, first being the north half and the second being the south half. The south half is expected to be poured in the beginning of September, and we will continue to install shoring on the south of the building to prepare for the second pour later that month.

During construction, we can anticipate typical impacts such as equipment noise, temporary street closures and detours. We will be limiting those impacts to our approved working hours and approved traffic control plan.

Please do not park in areas with “NO PARKING” signs, as we have placed these signs to keep community members and vehicles safe. If you move a sign or park in these areas, you risk being towed. Also please be alert and safe when around the construction site. Mind all “ROAD WORK” and “SIDEWALK CLOSED” signs as we have implemented plans for public safety.

Our working hours are limited to 7:00AM to 5:00PM Monday through Friday, which is within the noise ordinance requirements set forth in **TMC 8.122.**

We want to be good neighbors and recognize this temporary construction activity may cause inconveniences for you. Thank you in advance for your patience and care for our neighborhood.

If you would like to introduce yourself, have any concerns or questions, or see any suspicious activity after hours, feel free to contact us. As will be the case throughout construction, please do not hesitate to call us with questions or concerns. We will do our best to minimize impacts on the community and appreciate your cooperation during this project.

Nathan Connaway

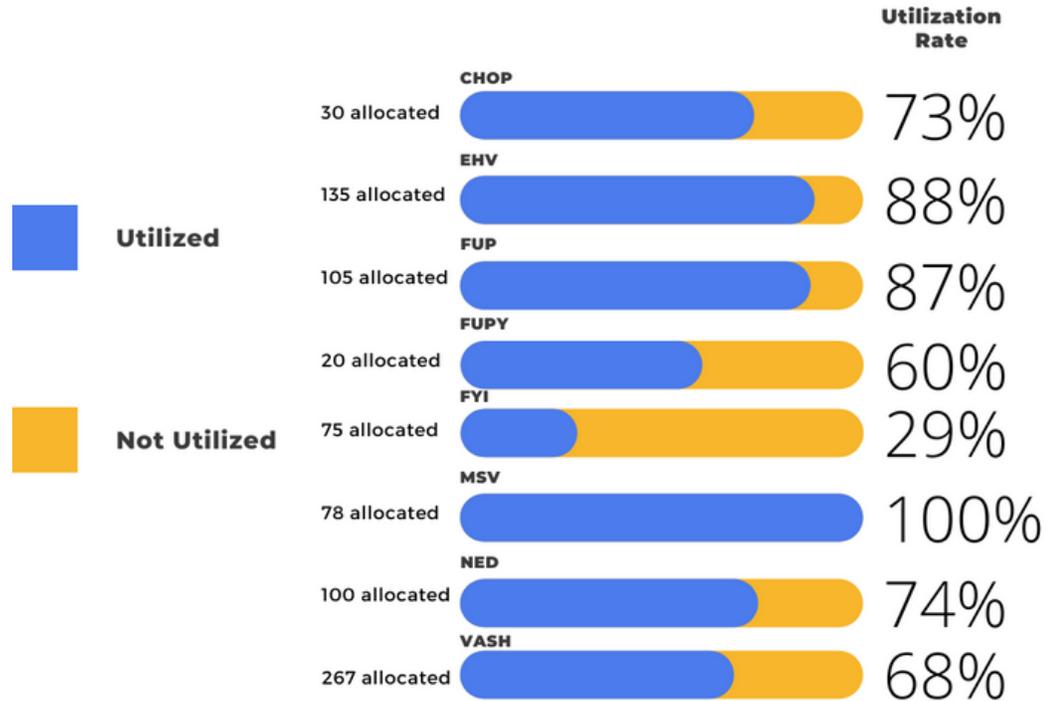
Rental Assistance KPIs

MONTHLY REPORT FOR AUGUST 2023

CLIENTS SERVED LAST MONTH

- **403** recertifications & relocations
- **306** inspections completed
- **8** vacant THA units filled
- **34** referrals received from partners
- **800** customers visited 902
- **1,120** calls received

SPECIAL PURPOSE VOUCHERS UTILIZATION



DEPARTMENT HIGHLIGHTS

- Eligibility sent out 625 packets to households!!!!
- 425 for out portfolio units
- 200 for Housing Choice Vouchers

Work Anniversaries!!!

- 14 years - Steve Hinote
- 3 years - Noelle Thompson
- Our Housing Navigators and Landlord Engagement Specialist held a lease up event at The Woodmark where two households were accepted into housing!!!

We have housed 481 households through Q1 and Q2!!!

95.7%

Overall agency utilization

148 DAYS

Yearly average length of time to secure housing

\$1,640

Average contract rent for units leased in the past year



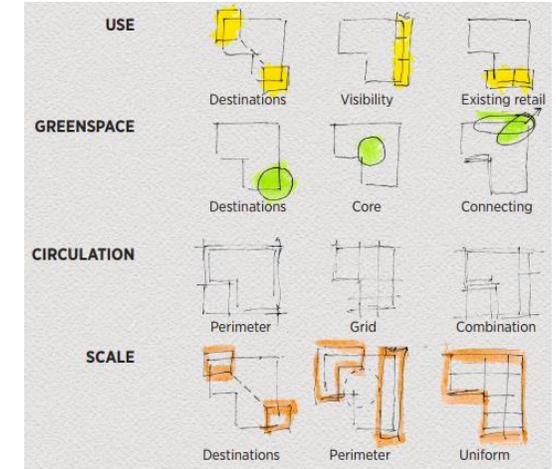
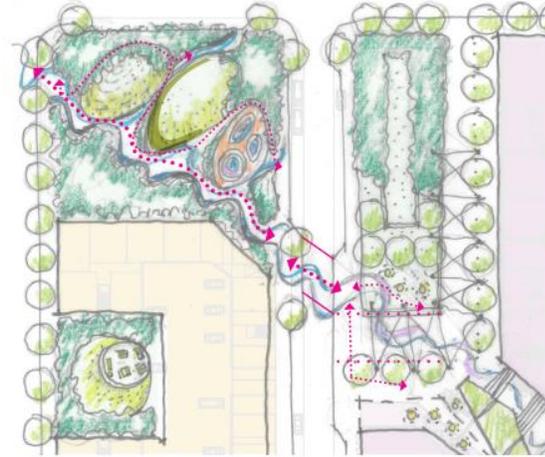
Mercy Aviva Crossing





About Tacoma Housing Authority/Aviva Crossing

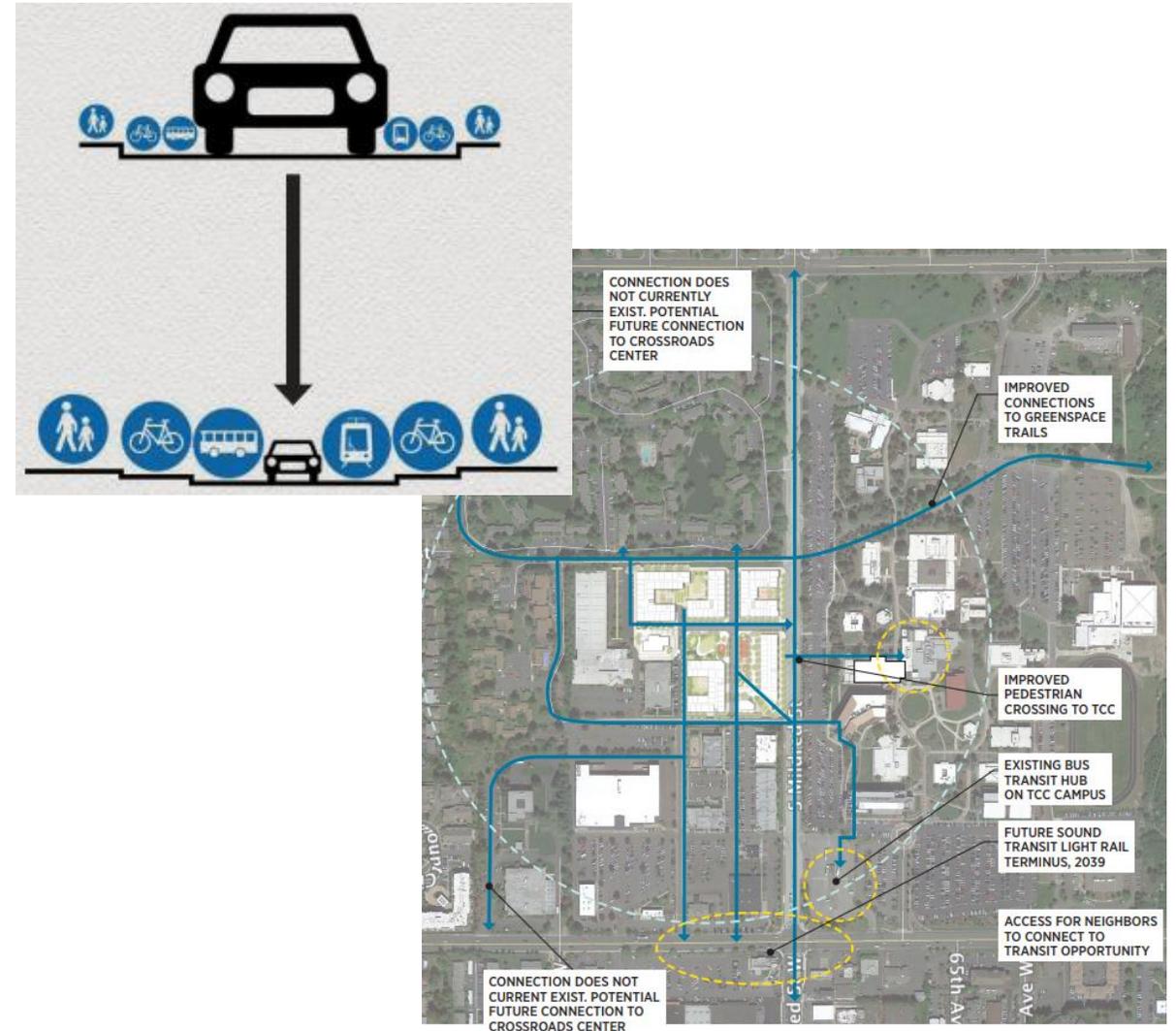
- Tacoma Housing Authority (THA) is a public housing authority focused on providing high quality, affordable housing, and supportive services to persons and families in need.
- THA owns 6.92 acres of the James Center North (JCN) commercial park and facilitated a robust community engagement process to explore the opportunity to provide:
 - Mixed-income housing (est. up to 600 new units)
 - Mixed-use development
 - Transit-oriented neighborhood principles
 - Sustainable open space design
- JCN is within a Community Crossroads Center, promoting wide opportunities for mixed housing types, land use, and connections to recreational, cultural, and environmental amenities for future residents.
- *The largest barrier to pursuit of robust transit-oriented development on this site is infrastructure need.*





Four Corners and USDOT Thriving Communities

- The aforementioned Community Crossroads Center designation spans three municipalities: the City of Tacoma, the City of University Place, and the City of Fircrest.
- Along with Tacoma Community College and its 19th St transit hub, this area is called the "Four Corners."
- Late last year, THA partnered with Pierce Transit and the City of University Place to apply for the new federal program Thriving Communities, and we were successful in being awarded technical assistance through a national cohort.
- With this first award we expect to pursue guidance on infrastructure needs and planning in the Four Corners area to help facilitate affordable, pedestrian-centered, equitable transit-oriented development.

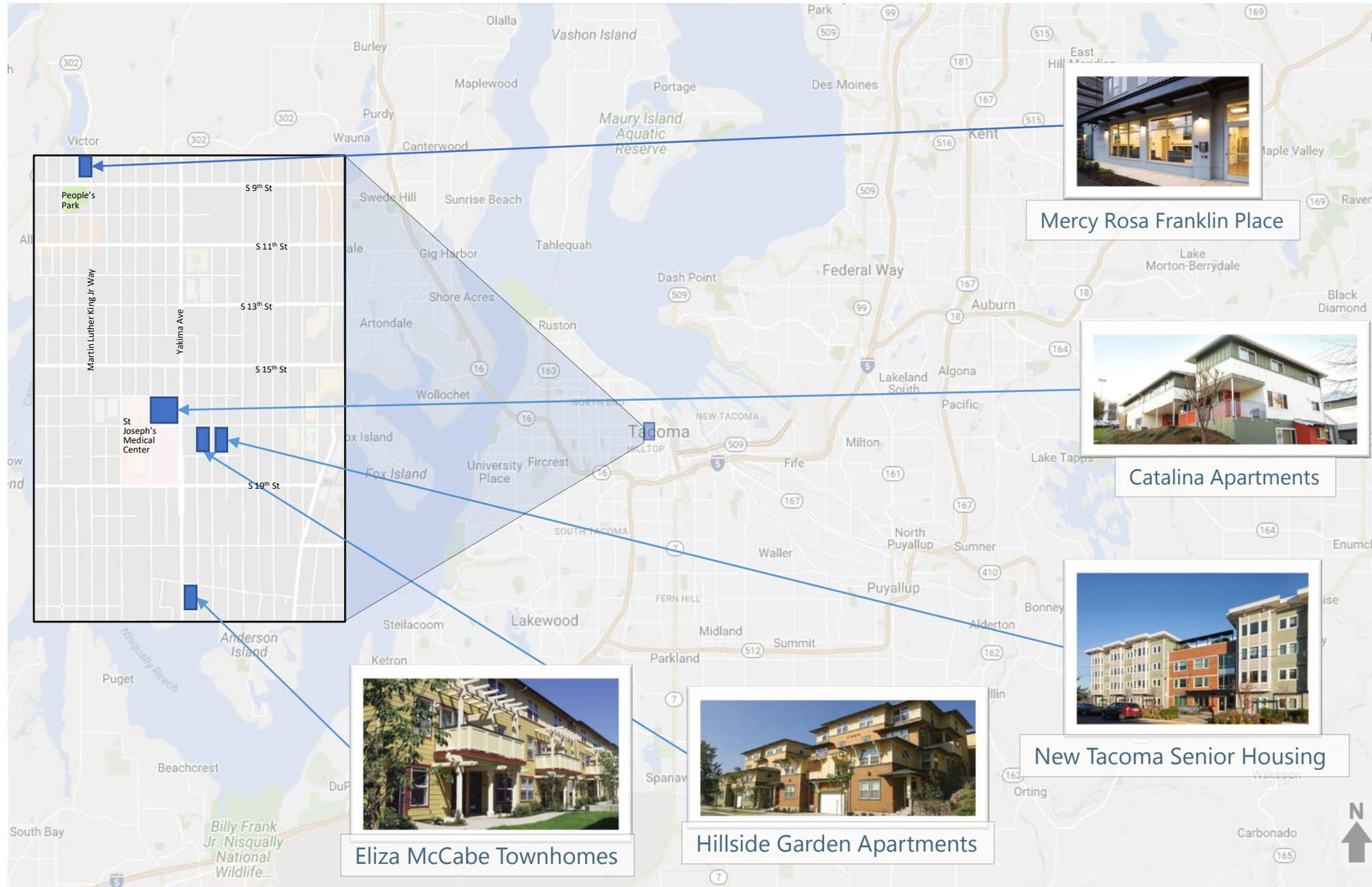


About Mercy Housing Northwest

- For nearly 30 years, MHNW's mission has been to create stable, vibrant, and healthy communities, now serving over 6,000 people everyday
- MHNW developed 1,300 units of family housing in the last ten years, including over 300 units in Pierce County
- Mercy pairs long-term affordable housing with supportive service programs focused on education, health & wellness, housing stability, economic empowerment, and community building
- A focus on program partnerships allows residents to access services on site that are culturally relevant—11 different languages are spoken by MHNW service staff
- MHNW's education programs are site-based and focused on ensuring academic success for school aged residents
- Since the start of 2020, MHNW staff have provided over 175,000 services to residents



Other Mercy Housing Northwest Properties Nearby





129 Total Apartments

69 Apartments for Families with Children

19 Apartments at 30% AMI (49% AMI average affordability)

26 Apartments for those with a Physical Disability

14 Apartments for families at risk of homelessness

129 Apartments with rental subsidy



SOURCES	Total	Committed	Proposed
4% Tax Credit Equity	13,106,158		13,106,158
9% Tax Credit Equity	15,640,000		15,640,000
Permanent Amortizing Loan	16,447,831		16,447,831
City of Tacoma	5,000,000		5,000,000
Pierce County	6,288,611	4,786,003	1,502,608
State HTF Residential	5,000,000		5,000,000
Deferred Developer Fee	1,806,301		1,806,301
Total Sources	63,288,901	4,786,003	58,502,898

USES	Total
Acquisition	1,075,537
Construction	46,215,889
Soft Costs	10,455,569
Pre-Dev / Bridge Financing	98,638
Construction Financing	4,051,622
Permanent Financing	666,343
Capitalized Reserves	420,983
Costs of Bond Issuance	304,320
Total Uses	63,288,901

CURRENT TIMELINE	
City and County Funding Awards	September 2023
State Department of Commerce Funding Award	December 2023
Building Permit Submission	December 2023
9% Tax Credit Award	January 2024
4% Tax Credit Award	March 2024
Finance Closing	August 2024
Construction Completion	January 2026



SOURCES	Total	Committed	Proposed
4% Tax Credit Equity	13,106,158		13,106,158
9% Tax Credit Equity	15,640,000		15,640,000
Permanent Amortizing Loan	16,447,831		16,447,831
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Construction Completion	January 2026



REPOSITIONING:

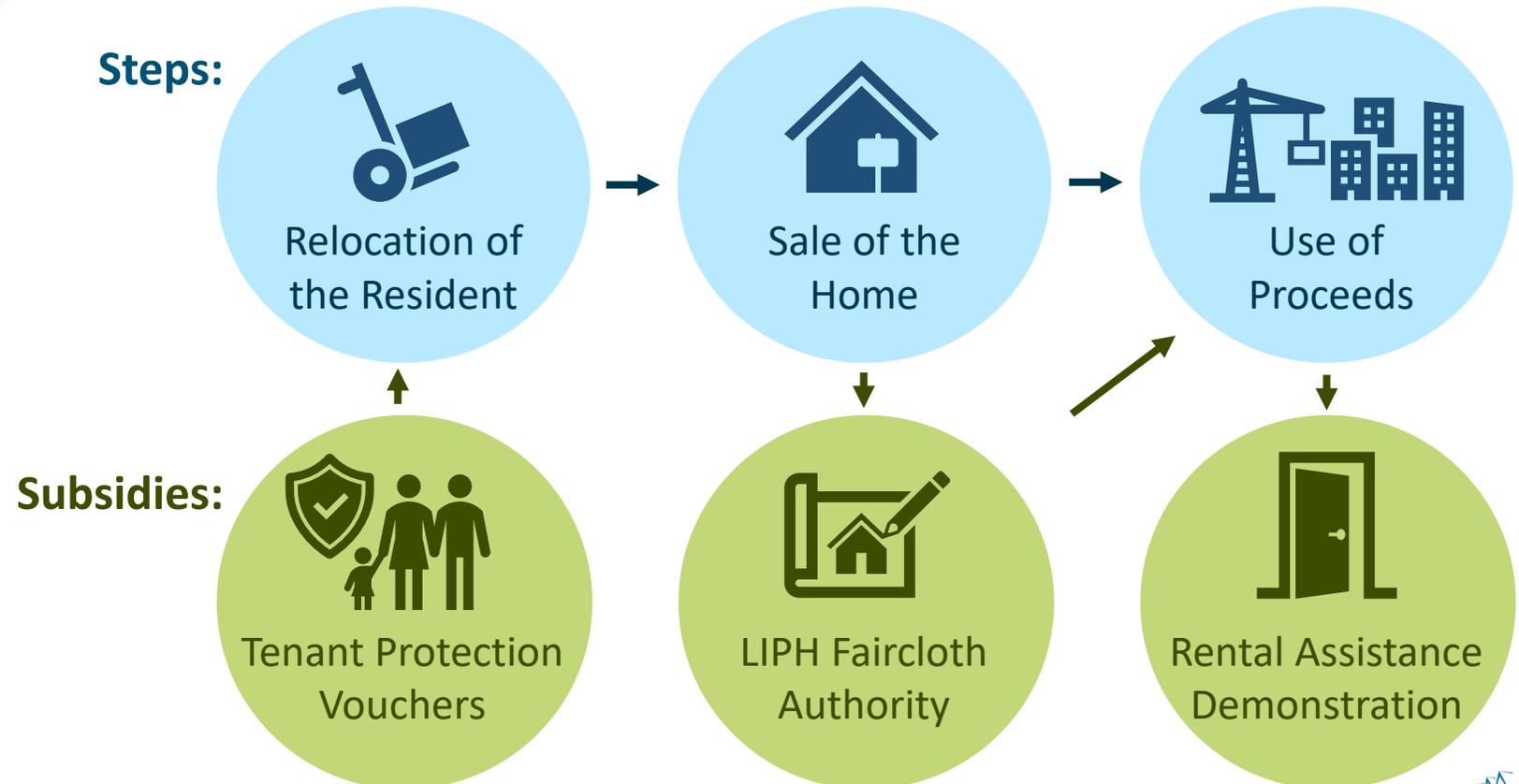
Restructuring PCHA's LIPH Portfolio
to Expand Affordable Housing

Low-Income Public Housing: A Primer

- 🏠 **Low-Income Public Housing (LIPH) refers to a place-based subsidy program, not a tenant-based subsidy program**
 - 🏠 In LIPH, the Housing Authority and HUD jointly own a unit that the Housing Authority maintains with HUD funds – but that funding doesn't cover all maintenance needs
 - 🏠 Nationwide, the LIPH program is estimated to have \$70 billion in deferred maintenance needs by the National Association of Housing and Redevelopment Officials (NAHRO)
 - 🏠 A participant lives in the unit and contributes 30% of their income to rent to the Housing Authority
- 🏠 **PCHA owns 124 units of scattered site Low-Income Public Housing – single family homes, owned from Elk Plain to Bonney Lake to Spanaway to Gig Harbor**
 - 🏠 All PCHA-owned homes are 3- or 4-bedroom units

The Basics of Repositioning

- 🏠 PCHA is allowed to reposition its LIPH Units through a process called Section 18 Disposition
 - 🏠 PCHA was approved to begin its disposition on January 27, 2023
- 🏠 This process involves three main steps and three distinct subsidies:



STEP 1: Relocation

- 🏠 Participant households are provided with a Tenant Protection Voucher by HUD, which “follows” them instead of the unit and preserves their 30% Rent-to-Income subsidy on the private market
- 🏠 PCHA is providing relocation assistance through:

Designated Staff



2 Relocation Specialists & 1
Housing Specialist

Transportation



For Apartment Tours and
Neighborhood Scouting

Moving Services



On-Call Junk Removal and
Moving Services at Little or
No Expense

Personal Advocacy



1-on-1 Form Assistance,
Success Strategies, and
Landlord Connections

Financial Assistance



Help with Security
Deposits, Pet Deposits, and
More

STEP 2: Sale

🏠 PCHA has created three levels of sale priorities for the home:

#1.



The Current
Residents or PCHA
FSS Participants

#2.



Non-Profit Partners
Who Will Preserve
Affordability

#3.

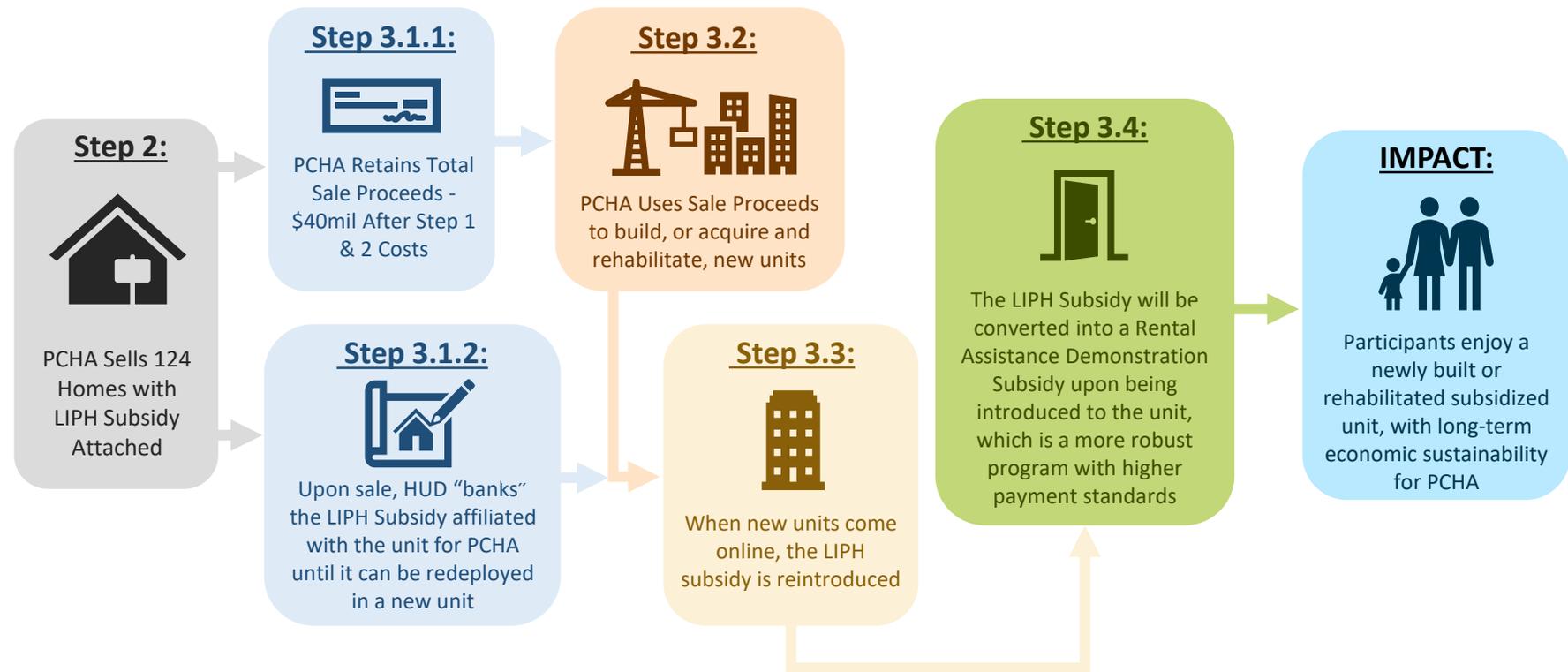


Public Bid, with
Preference to FHA,
VA, DPA Buyers

- 🏠 As of today (8/15) we have sold three homes - all to their current LIPH residents
- 🏠 Five homes are awaiting offers from our Non-Profit Partners, and another two are ready to enter the market for public bid
 - 🏠 Habitat for Humanity has submitted a proposal to our open Request and is currently our only nonprofit partner for sales – but we're always seeking more interested parties!
- 🏠 HUD requirements stipulate that homes be sold based on 2022 appraised value

STEP 3: Use of Proceeds

- 🏠 PCHA expects to raise approximately \$40,000,000 from its sale of LIPH properties to rebuild housing in a multifamily format
- 🏠 PCHA has a total Faircloth Authority of 150 LIPH-subsidized units and can implement in newly built or acquired housing
 - 🏠 PCHA has a “banked” authority 26 LIPH-subsidized units on top of the 124 to be sold
 - 🏠 When a unit is sold, that subsidy is held onto by HUD for the Housing Authority until it can be redeployed
- 🏠 HUD also allows for that LIPH subsidy to be converted to a new subsidy form – Rental Assistance Demonstration, which has greater funding than LIPH, and is considered a more sustainable program



The Takeaway:

What does all this add up to?



LIPH Participants continue to receive subsidized housing through TPV program



As many as possible of our 124 single-family homes remain affordable to low-to-moderate income Pierce County residents



PCHA has \$40,000,000 cash-on-hand to develop and acquire new affordable housing

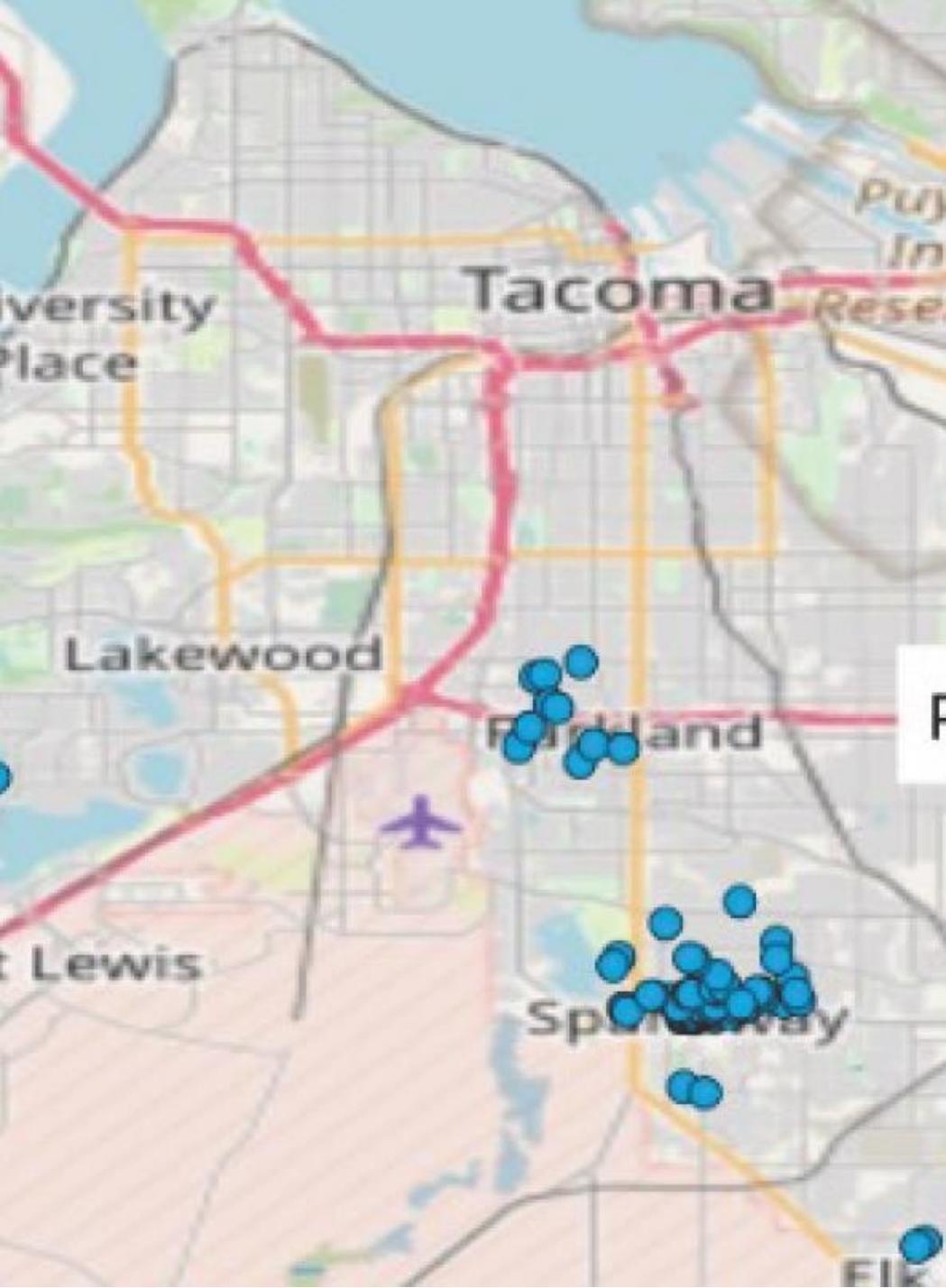


150 additional households will be subsidized through RAD in these newly built or rehabbed units

Additional Funding Potential

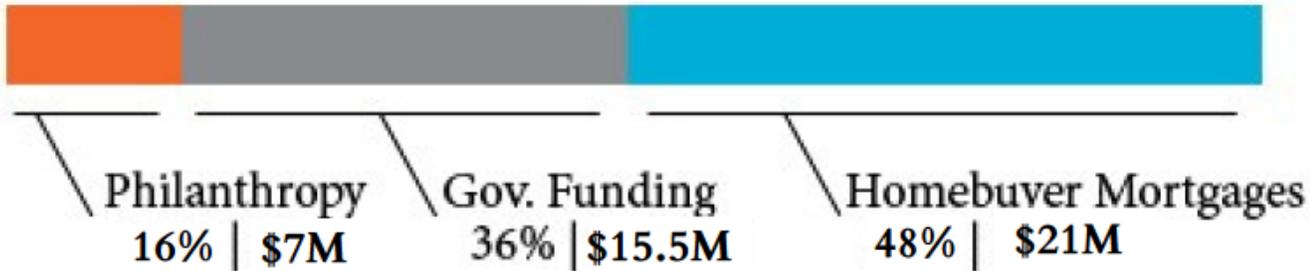
- 🏠 **PCHA intends to leverage our \$40,000,000 to gain additional funding and create greater capacity to develop more units**
 - 🏠 After 150 units, we don't have any more LIPH subsidy to place in the unit – but we can use other subsidy forms to create affordable housing, including Project Based Vouchers or LIHTC funding

- 🏠 **PCHA anticipates the ability to raise \$100,000,000 from myriad funding sources, public and private, and utilize community partnerships to spur development**



our big dream: to retain permanent affordability of 80 single-family homes by keeping them from the market and converting them into first-time homeownership opportunities.

funding breakdown



total project cost: **\$43.5M**

Thus far, our government partners have contributed:

\$14M

Washington State
Capital Budget

\$1.5M

Pierce County
Council Funding

\$500k

Rep. Strickland's
Grant Process

[final round]

homebuyer profile



average annual salary: \$60,000
single woman with dependent children

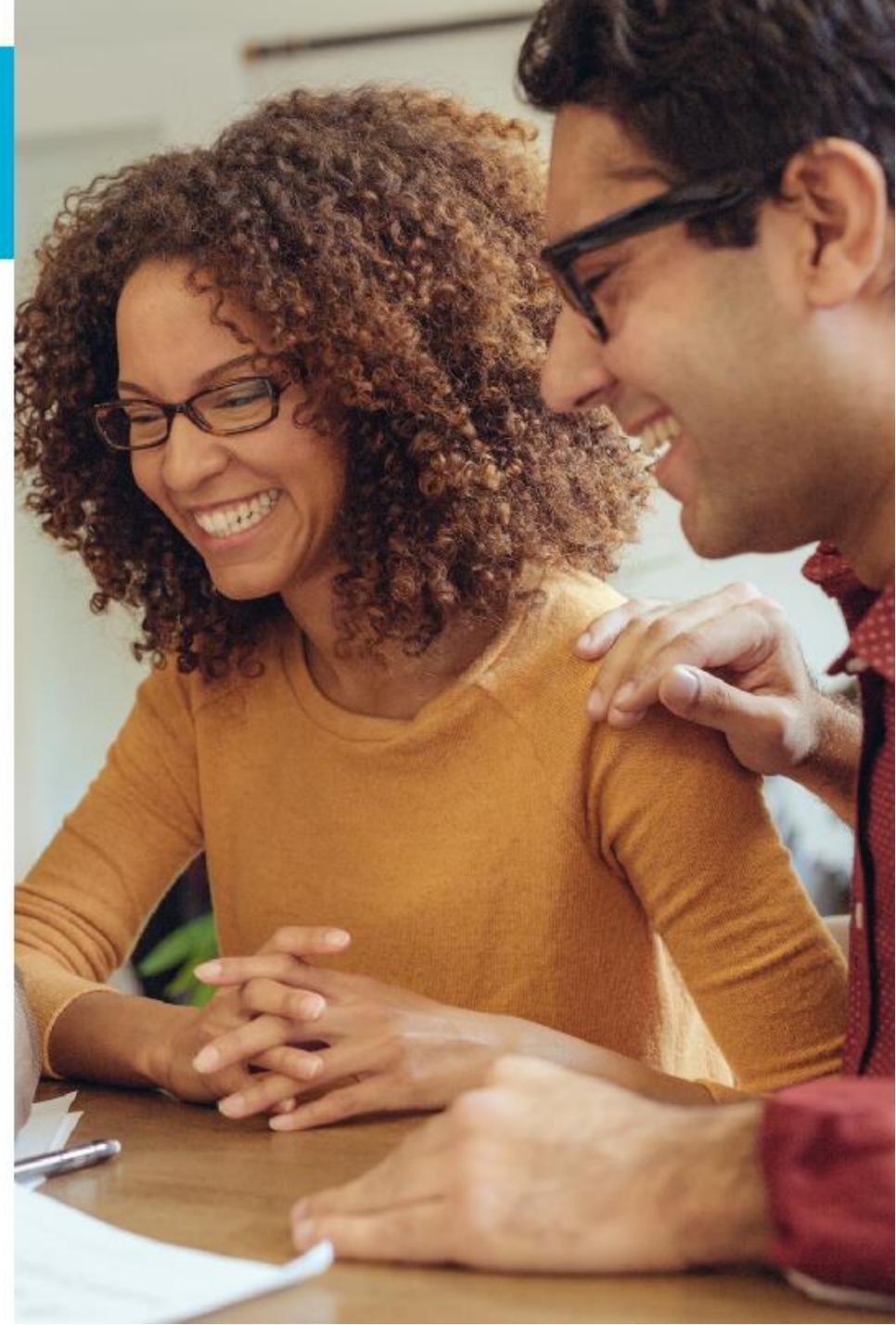


- estimated cost to acquire (per unit): **\$400,000**
- estimated cost to rehabilitate (per unit): **\$65,000**
- homebuyer sale price: **\$275,000**
*homes will be sold under a permanently affordable, resale restricted model
- down payment assistance applied: **\$50,000**
- **first mortgage for homebuyer: \$225,000**
- monthly payment: **\$1,600**
estimates include mortgage, land lease, tax, insurance & interest

housing counseling

- HUD-certified
 - only organization in Pierce County
 - only Habitat affiliate in Washington
- Accredited Financial Counselors®
 - less than 35 counselors in Washington have this distinction

open and free for all Pierce County residents



timeline

- **Aug 2023:** First five purchase and sale agreements
- **Winter 2023-2024:** Expected closing on first five homes
- *Rehabs will take approximately 3-5 months each*
- **Spring 2024:** first homes sold to Habitat buyers

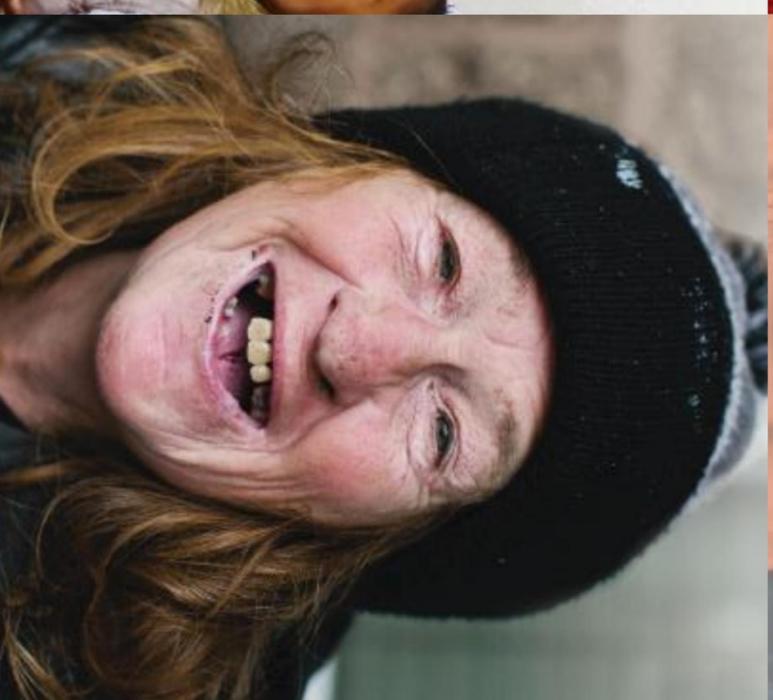


Pierce County Village

 **Tacoma
Rescue Mission**
HELP • HOPE • HEALING

TACCOMA RESCUE MISSION

- Founded in 1912 to provide help, hope, and healing to the most impoverished members of our community
- Services include emergency shelter for individuals and families with children, daily meals, addiction recovery, career development, mental health counseling, permanent supportive housing for individuals and families, youth programming, street outreach, and more
- Last fiscal year, we served 310,577 meals to our neighbors in need and served 3,446 people across all of our programs
- Our vision is that every person experiencing homelessness in Pierce County has access to a complete and permanent pathway out of poverty



Who Will Pierce County Village serve?

People experiencing chronic homelessness, which is defined by HUD as:

- Living homeless for at least 12 months or living homeless on at least 4 separate occasions in the last 3 years totaling 12 months
- With an accompanying disabling condition, such as mental illness, substance use disorders, or physical disabilities.
- TRM anticipates to primarily serve those who have been chronically unhoused for 10 years or longer and 55 years of age or older.

Pierce County's HMIS system indicates that approximately 1,100 people are experiencing chronic homelessness in our community

This provides a permanent supportive housing solution to 26% of the chronically unhoused in Pierce County

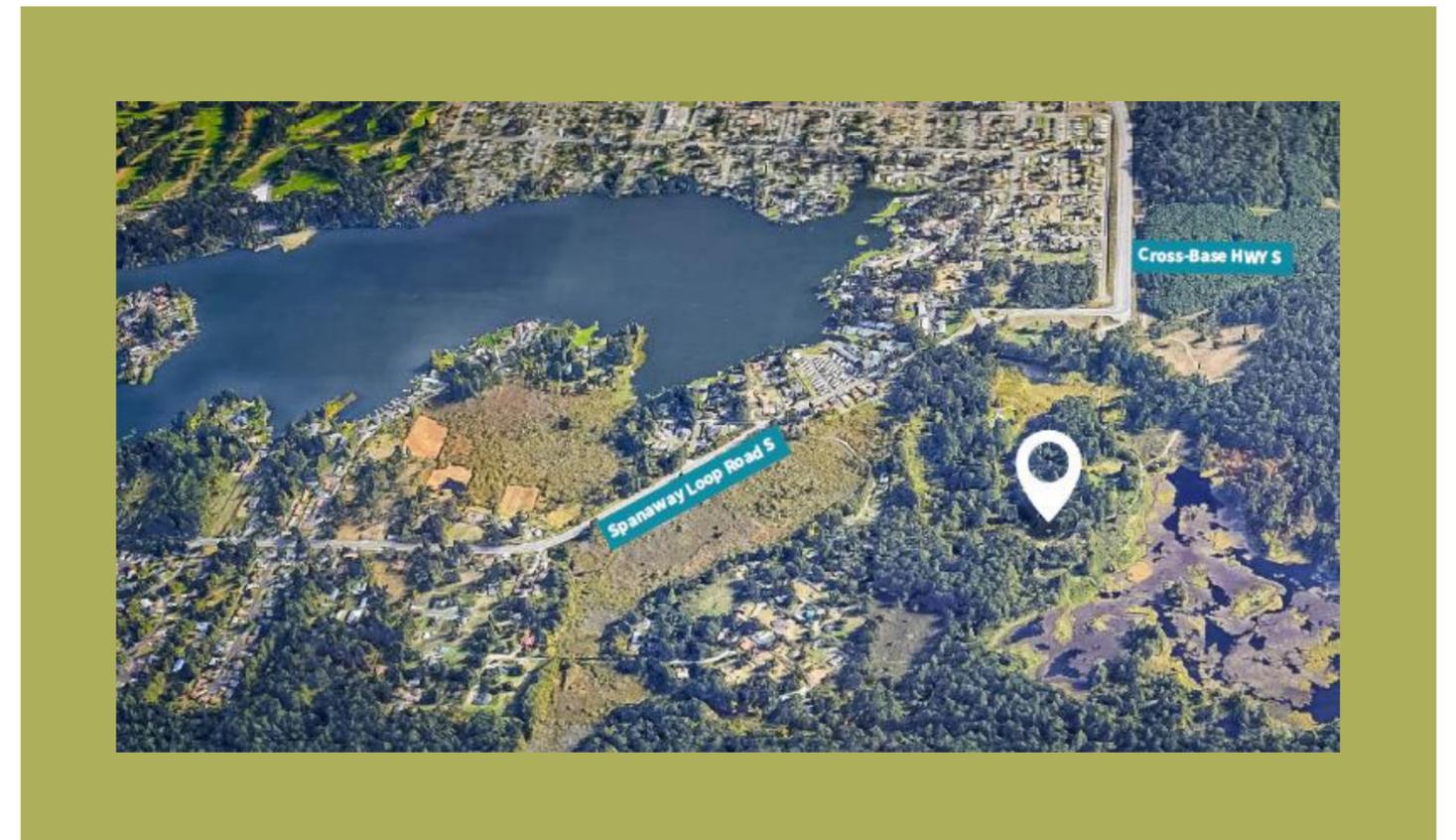
113 are also military veterans

The chronically homeless are coping with a profound and catastrophic loss of family, purpose, and sense of dignity.



The Project

- Modeled after Community First! Village in Austin, Texas
- Pierce County Village is a master-planned community of permanent housing
- Designed to provide **hope and dignity** to the chronically homeless through **purposeful work** and **restorative relationships**
- Volunteer residents live in the village, becoming anchors and mentors to neighbors as they stabilize and recover from years on the streets and in shelters
- Residents pay rent
- TRM and partners provide case management, healthcare, employment resources, and more



The Completed Project

 **257**
formerly homeless
living units (with toilet
and kitchenette)

 **28**
resident
volunteer
living units

 **5**
communal
kitchen + multi-
use spaces

 **10**
shower + laundry
buildings

 **4**
support
buildings

 **Visitor's Center**
(remodeled barn)

 **Tent** (gathering
place & farmers'
market)

 **Village
Commons**

 Estimated date of
completion:
Fall 2028



Total cost: \$62,725,220

Phase 1A: November 2022 - Fall 2024

- Land purchase
- Design and permitting
- Site preparation
- Initial infrastructure
- 3-5 model units
- Visitor Center
- 50 housing units for formerly homeless
- 7 resident volunteer units
- 2 microunits for clinic/enterprises
- 2 laundry and shower facilities
- 1 communal kitchen
- Farm prep and dog park
- 1 temporary admin building

Phase 1B: January 2025 - December 2025

- Extension of utilities and infrastructure
- 50 housing units for the formerly homeless
- 7 resident volunteer units
- 2 microunits for clinic/enterprises
- 2 laundry and shower facilities
- 1 communal kitchen
- Village Commons (multi-use space for gathering)

Phase 1C: Spring 2026 - Spring 2027

- 50 housing units for the formerly homeless
- 7 resident volunteer units
- 2 laundry and shower facilities
- 1 communal kitchen
- 2 microunits for clinic/enterprises

Phase 2: Spring 2027 - Fall 2028

- 100 housing units for the formerly homeless
- 7 resident volunteer units
- 4 laundry and shower facilities
- 2 communal kitchens

Partner Support

ELEVATE HEALTH

PIERCE COUNTY

**CATHOLIC
COMMUNITY
SERVICES**

**GREATER
TACOMA
COMMUNITY
FOUNDATION**

MULTICARE

**ASSOCIATED
MINISTRIES**

**MASTER
BUILDERS OF
PIERCE COUNTY**

**VALEO
VOCATION**

**PACIFIC
LUTHERAN
UNIVERSITY**

**WORKFORCE
CENTRAL**

GOODWILL

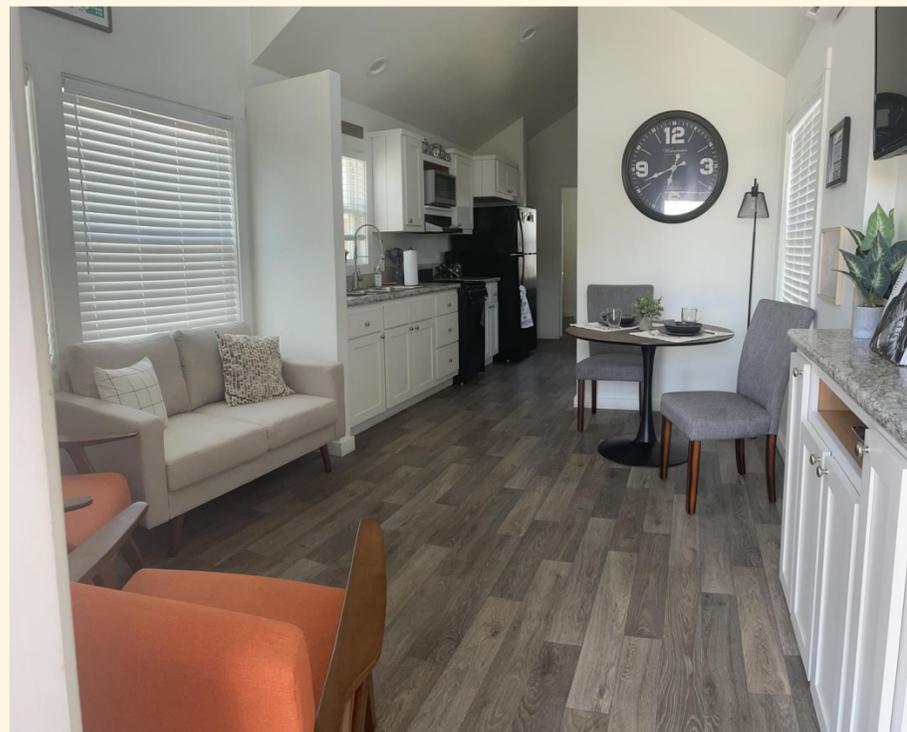
CITY OF TACOMA

**CITY OF
LAKEWOOD**

COMMUNITY FIRST! VILLAGE AUSTIN, TEXAS



Residents can sell their art as a source of income



Move-in ready home for formerly homeless



Cemetery for residents



Artwork by residents



Inspiring sculptures throughout

Look in mirror spurs Tacoma Housing Authority to set \$32 minimum wage

Aug. 17, 2023 at 6:00 am | Updated Aug. 17, 2023 at 6:00 am



1 of 7 | Brian Garcia, a maintenance specialist with the Tacoma Housing Authority at the Salishan complex in Tacoma, checks out a home on Monday that needs extensive repairs before a new family can move in. (Ellen M. Banner / The Seattle Times)



By [Daniel Beekman](#) 

Seattle Times staff reporter

TACOMA — The whole point of April Black’s organization is to combat poverty.

That’s why the Tacoma Housing Authority executive director was troubled when she faced the reality that some of her own employees weren’t making enough money to get by, she said, recalling the hard look in the mirror that led Tacoma Housing to adopt a \$32-an-hour minimum wage this summer.

The authority chose \$32 because that’s about what you need to rent a typical two-bedroom apartment in Tacoma with no more than 30% of your income, Black said.

Nearly half of Tacoma Housing’s 167 full-time employees previously made less, despite working for an organization that provides public housing for thousands of people. Maintenance workers.

Accounting specialists. Office assistants. Case workers. The wage scales ranged as low as \$20 an hour, with a decent number of workers near that end, according to the authority.

“We can’t be a social justice organization paying poverty wages,” Black said in an interview this month. “We can’t have our staff struggling to stay housed while serving some of the most vulnerable people in our community.”

A \$32 minimum may be unprecedented: Tacoma Housing isn’t aware of any other housing authority in the country with a similar policy, and Black is [touting the step](#) as a call to action for other employers in the region. For context, Washington state’s minimum wage, which covers Tacoma, is \$15.74. Seattle’s is \$18.69.

Tacoma Housing is using a recent increase in federal funds to cover its added labor costs. The decision to pay a [“housing wage”](#) (\$32 an hour is about \$66,000 a year) grew

from conversations Black had with employees, she said, including a mother displaced with her daughter by a massive rent hike.

“They were having a hard time finding something they could afford,” had to bunk separately while searching and didn’t have enough money to store their possessions, so they were thinking about giving things away, Black said.

Like other Puget Sound communities, Tacoma has [been squeezed](#) by housing challenges. Rents in Washington’s third-largest city soared 21% between 2016 and 2019 while renter incomes climbed just 12%, according to a city report.

COVID-19 exacerbated those challenges, and renters priced out of Seattle have surged south. This April, more than 15,000 households entered a lottery for 1,825 spots on Tacoma Housing’s list. Even the winners may have to wait two-plus years before they get a subsidized apartment or a rent voucher.

Scraping by

Black knows hardship. She and her mother had no power or water “for a couple of years” when she was [growing up](#) in rural Montana and spent time in a mobile home.

So when she ordered a review of Tacoma Housing’s wages last year, the results were striking, she said. Some employees were eligible for food stamps or public housing. Even some longtime workers were scraping by.

“We have a lot of single parents working for us,” and they face tough choices, like how to pay for child care, Black said.

A property specialist who joined the authority in 2008 and who handles paperwork at Tacoma Housing’s Bay Terrace complex in the Hilltop neighborhood, Melody Jacobs was making about \$29 an hour.

Jacobs has regularly visited food banks and taken odd jobs to supplement her Tacoma Housing pay, she said, especially since her daughter was born three years ago and since an injury knocked her husband out of work last year.

“We’ve always struggled,” said Jacobs, who commutes from Centralia. “As recently as a month ago, I was cleaning houses for people in my area.”

The 40-year-old never expected to make a lot of money at Tacoma Housing, she said. But she didn’t expect to be living on the edge, either, walking dogs and mucking stalls

on the side to help pay for her family's medications.

"My mother was a Section 8 recipient," Jacobs said, referring to the rent voucher program that organizations like Tacoma Housing administer.

"We went to bed hungry," she said. "I was homeless from the time I was 16 to the time I was 22. I've been there and pulled myself out of it. I always told myself I was never going to raise a child the way I was raised."

Higher bar

After Black went through the wage numbers, she asked Tacoma Housing's board to approve a \$32 minimum, describing the status quo as unethical.

"They didn't flinch" once they understood the math behind the proposal, she said. "There was very little disagreement about what to do."

The authority still had to bargain the change with a pair of unions. But the unions mostly supported the proposal, though they pushed back to also secure bumps for employees who were already making more than \$32, Black said.

The parties came to the bargaining table with the shared belief that "workers shouldn't have to depend on government subsidies," said Valarie Peaphon with OPEIU Local 8, which represents Tacoma Housing office workers.

In the end, Tacoma Housing agreed to pay everyone at least \$32 an hour and give everyone a raise of at least 5%, the authority said.

Jacobs now makes \$36 an hour. She said the boost will help.

"I'm going to be able to give my daughter a little more variety in what she eats, or just buy something she wants, like a new doll," Jacobs said. "Take a little more time off from cleaning houses and spend that time with my daughter, doing the things we like to do. She likes to help me garden."

Before he emigrated from Guatemala, Brian Garcia was a photojournalist by trade. Today, he makes repairs at Tacoma Housing's sprawling Salishan complex, steering a white van from town house to town house to wrestle with broken heaters, clogged toilets, damaged dishwashers and defective doors.

The maintenance specialist thinks the \$32 minimum will help his employer retain workers, as they deal with high prices for everything from gas to groceries. He

previously made about \$26 an hour.

“You can give a little better food for your kids. You can give extra time,” said Garcia, 45, who’s raising an 8-year-old and a 9-year-old in nearby Federal Way. “You can buy one furniture or one appliance if you need. ... You can take a little vacation one weekend. This is good for everybody.”

Tacoma Housing’s wage update will cost the organization about \$1.3 million a year. For now, the money is coming from the authority’s federal funding increase (the feds use a formula that accounts for rising rents in communities like Tacoma), Black said.

OPEIU Local 8 workers at other organizations are “eager to get into bargaining” with Tacoma Housing’s policy as a measuring stick, Peaphon said. About 25% of the Seattle Housing Authority’s 702 full-time employees make less than \$32 an hour, a Seattle Housing spokesperson said.

“You can look at the cost of a pound of beef and see that \$15 an hour is no longer a livable wage, let alone the cost of an apartment,” Peaphon said.

Black said she hopes Tacoma Housing’s step pushes other employers to act, as the region continues to confront an affordable housing crisis.

“In all transparency, this is money we could be using to provide housing. But instead we’re using it to increase staff wages,” to make sure Tacoma Housing isn’t contributing to the problem that it’s trying to solve, Black said.

“Wages are housing,” she added. “You can pay people wages that pay for housing, or you can pay to house people. ... We need to do both.”

This story contains information from The Seattle Times archives.

This coverage is [partially underwritten](#) by Microsoft Philanthropies. The Seattle Times maintains editorial control over this and all its coverage.

Daniel Beekman: 206-464-2164 or dbeekman@seattletimes.com; on Twitter: [@dbeekman](https://twitter.com/dbeekman). Seattle Times staff reporter Daniel Beekman covers politics and

communities.

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TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 2



RESOLUTION 2023-08-23 (2)

Date: August 23, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Authorize Investment Institutions and Authorized Signers

This resolution would update the institutions we conduct financial transactions with, along with the signers for the Tacoma Housing Authority.

BACKGROUND

The annual reorganization, at which a new Board Chair and Vice Chair are elected, necessitates a resolution that authorizes their signatures for the financial institution accounts of the Tacoma Housing Authority.

The resolution replaces Resolution 2023-01-25 (5), which had authorized the staff members as signers for the bank and investment accounts of the Tacoma Housing Authority and identifies the new ones, as well as the authorized THA staff members.

RECOMMENDATION

Approve Resolution 2023-08-23 (2) replacing 2023-01-25 (5) authorizing the signers for the financial institutions.

Richard Deitz

Director of Finance _____

Duane Strom

Comptroller _____

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

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

Approved: August 23, 2023

Dr. Minh-Anh Hodge, Chair

Resolution 3



RESOLUTION 2023-08-23 (3)

Date: August 23, 2023

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Approval of Accounts Receivable Write-Offs

This resolution would authorize Tacoma Housing Authority (THA) staff to “write off” tenant account receivables and send these debts to an external collection agency to pursue collection action.

BACKGROUND

THA has established a process of writing off tenant accounts receivable bad debt. THA incurs this bad debt when a program participant leaves the public housing or Housing Choice Voucher program owing a balance. The debt may arise from excessive damage to a unit, unpaid rent, or tenant fraud/unreported income. There are also instances where a property owner was overpaid rental assistance payments and has not repaid THA for this amount.

Until we write off tenant accounts receivable balances as bad debt, these balances stay on the active tenant ledger in our accounting system and General Ledger (GL). The receivable balance also remains as part of our tenant receivables that we report to Housing and Urban Development (HUD) in our year-end financials. Once we write off the debt, we can remove it 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 individual of his or her debt included in this write-off. THA mailed two notices to the last known address of the individual. These notices provide the opportunity for the individual

to pay the debt or enter into a repayment agreement with THA. Sending a tenant to collections is the last resort for THA to collect the tenant debt. Some accounts included in this resolution will not be sent to collections because the tenants have passed away or due to the age of the file (> six years). Those accounts are indicated with asterisks (*) below.

RECOMMENDATION

Approve Resolution 2023-08-23 (3) authorizing THA to write off tenant accounts totaling **\$98,444.80**.



RESOLUTION 2023-08-23 (3)
(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 services to Public Housing and Housing Choice Voucher participants who discontinued housing assistance with debt owing to THA; and

WHEREAS, Tacoma Housing Authority (THA) provided housing assistance payments to property owners in excess of 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 tenant account 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, that:

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

	Ledger #	Balance
Public Housing Scattered Sites	LD-2019-044718	\$3,757.93
Salishan Seven	LD-2017-036967	\$1,759.43
	LD-2019-042509	\$2,682.75
	LD-2017-033967	\$974.96*
	LD-2017-029995	\$175.00
	LD-2018-041000	\$175.00
	LD-2017-030011	\$578.86
	LD-2017-030002	\$6,029.00
	LD-2017-029935	\$80,793.62
	LD-2017-029972	\$760.29
	LD-2017-029976	\$102.00
THA – 6th Ave Apartments	LD-2018-038877	\$655.96*
		<hr/>
		\$98,444.80
	Total THA Write Off	\$1,630.92
	Total THA to Collections	\$96,813.88

Approved: August 23, 2023

Dr. Minh-Anh Hodge, Chair