



# **TACOMA HOUSING AUTHORITY**

## **BOARD OF COMMISSIONERS**

### **BOARD PACKET**

**FEBRUARY 28, 2024**



**Tacoma  
Housing  
Authority**

# REGULAR MEETING

BOARD OF COMMISSIONERS

**FEBRUARY 28, 2024**

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, February 28, 2024, at 4:45 pm via Zoom and at 902 S L Street, Tacoma, WA 98405.**

<https://us02web.zoom.us/j/86717610536> | **Meeting ID:** 867 1761 0536 | **Dial:** (253) 215-8782

The site is accessible to people with disabilities. Persons who require special accommodations should contact Sha Peterson (253) 207-4450, before 4:00 pm the day before the scheduled meeting.

I, Sha Peterson, certify that on or before 5 days prior to meeting, I faxed / EMAILED the preceding PUBLIC MEETING NOTICE before:

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

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

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

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



## AGENDA

### TACOMA HOUSING AUTHORITY REGULAR BOARD OF COMMISSIONERS MEETING FEBRUARY 28, 2024, 4:45 PM

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

ZOOM: <https://us02web.zoom.us/j/86717610536> / MEETING ID: 867 1761 0536

DIAL: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
  - 3.1. Minutes of January 24, 2024—Regular Session
  - 3.2. Minutes of February 5, 2024—Special Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
  - 5.1 Real Estate Development Committee
  - 5.2 Finance and Audit Committee
  - 5.3 Community Partnerships and Advocacy Committee
  - 5.4 Education, Housing, Services, and Partnerships Committee
  - 5.5 Diversity, Equity, Inclusion, and Belonging Committee
6. **FINANCE REPORT**
  - 6.1. Ratifying Cash Disbursement for January 2024
7. **AGENCY MONTHLY REPORT**
  - 7.1. Presentation: Contracting and Resident Hiring
  - 7.2. General Agency Updates
8. **NEW BUSINESS**
  - 8.1 2024-02-28 (1) Amendment to Increase Funds for Gordon,  
Thomas, Honeywell Legal Contract
  - 8.2 2024-02-28 (2) New Unarmed Security Contract-Seattle's Finest
9. **EXECUTIVE SESSION**
  - 9.1 To discuss with legal counsel potential litigation.
  - 9.2 To review the performance of a public employee.
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



## **TACOMA HOUSING AUTHORITY**

# **MINUTES**



# BOARD OF COMMISSIONERS MEETING MINUTES

## REGULAR SESSION WEDNESDAY, JANUARY 24, 2024

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session at 902 South L Street, Tacoma, WA 98405 at 4:45 pm on Wednesday, January 24, 2024.

### 1. CALL TO ORDER

Chair Hodge called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:49 pm.

### 2. ROLL CALL

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

PRESENT	ABSENT
COMMISSIONERS	
Chair Dr. Minh-Anh Hodge	
Vice Chair Derek Young	
Commissioner Stanley Rumbaugh	
Commissioner Michael Purter (arrived late at 5:06 pm)	
Commissioner Shennetta Smith (left the meeting early at 5:30 pm)	
STAFF	
April Black, Executive Director	
Aley Thompson, Deputy Executive Director	
Sha Peterson, Executive Initiatives Officer	
Adam Ydstie, Policy, Innovation, and Evaluation Director	
Amber Prentice, Rental Assistance Director	
Cacey Hanauer, Client Support and Empowerment Director	
Ken Short, Asset Management and Real Estate Development Director	
Marquis Jenkins, Property Management Director	
Richard Deitz, Finance Director	
	Sharrall Madden, Human Resources Director
William Morse, Director/CIO	

Chair Hodge declared there was a quorum present at 4:50 pm and proceeded.

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

Chair Hodge asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, November 8, 2023. Vice Chair Young moved to adopt the minutes. Commissioner Rumbaugh seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

### 4. GUEST COMMENTS

None.

### 5. COMMITTEE REPORTS

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

The committee did not meet.

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

The committee did not meet.

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

The committee did meet but Commissioner Smith was unable to attend. Commissioner Porter met with Deputy Executive Director Aley Thompson and Manager of Communications and Marketing Nick Tolley, as well as others, and stated that the meeting went well.

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

The committee met and discussed Proposition 1 and other general updates on leasing efforts. They also previewed 8823s and its impact and discussed updates on Housing Hilltop.

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

The committee met and formally met the DEIB Strategic Advisor, Priya Saxena. The committee also discussed the 2024 goals and the direction the agency would like to go.

### 6. FINANCE REPORT

#### FINANCE

Finance Department (FD) Director Rich Deitz directed the board to the finance report. Insurance cost will creep up during the budget process. Maintenance salary expenditures budgeted increased and ends up hitting different areas, but generally under budget.

#### 6.1 RATIFYING CASH DISBURSEMENT FOR OCTOBER 2023

Vice Chair Young moved to ratify the payment of cash disbursements totaling \$7,247,500 for the month of October 2023. Commissioner Smith seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

#### 6.2 RATIFYING CASH DISBURSEMENT FOR NOVEMBER 2023

Vice Chair Young moved to ratify the payment of cash disbursements totaling \$10,133,347 for the month of November 2023. Commissioner Smith seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

#### 6.3 RATIFYING CASH DISBURSEMENT FOR DECEMBER 2023

Vice Chair Young moved to ratify the payment of cash disbursements totaling \$9,276,231 for the month of December 2023. Commissioner Smith seconded.

Upon roll call, the vote was as follows:

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

**Motion approved.**

## 7. AGENCY MONTHLY REPORT

### 7.1 PRESENTATION: THA STAFFING

Executive Director (ED) April Black thanked Data Analyst Daniel Stutman for the data used for the staffing presentation. Overall, staff saw improvements. ED Black also thanked Commissioner Hodge for her suggestion to include data.

#### **2023 Accomplishments**

- 100% of full-time staff are paid housing wage of \$32/hour or higher.
- Turnover has decreased from 25% to 13% in one year.
- Tacoma Housing Authority (THA) hired a Strategic Advisor for Diversity, Equity, Inclusion and Belonging.
- THA continues to make strides to be a great place to work.

#### **2024 Areas of Focus**

- Establish system for counting lived experience when considering job candidates.
- Increase the number of black, indigenous, and other people of color (BIPOC) staff hired in 2024.
- Create a new performance evaluation system.
- Review and update all Human Resources (HR) policies.
- Increase employee engagement and measure/improve staff satisfaction.
- Complete software transition to Yardi.

#### **Goals**

- Demographics—THA customers will see themselves in THA staff and leadership. THA staff will be at least as diverse as the City of Tacoma.
- Tenure—Increase the number and percentage of new BIPOC staff to help increase the overall diversity of THA.
- Turnover—THA turnover will be less than 25% and equal to or better than state and local trends.

In 2023, THA made positive progress with filling vacant positions, improving employee pay, improving staff turnover, and diversifying the THA team. ED Black sees stabilizing in the number of staff and percentage of white staff decreasing. She noted that Black staff are still unrepresented compared to the people THA serves.



Chair Hodge thanked Daniel for his work. It took a lot of time and effort. ED Black thanked everyone because it took everyone to do this work. Chair Hodge would like to see THA's turnover compared with other similar agencies. Vice Chair Young agreed—compare the turnover with like non-profits. Commissioner Rumbaugh stated that the data is a pretty rich and thorough assessment. He impressed with the nature of the questions and scope of measurements. Commissioner Smith agreed and noted that for her, she especially liked seeing the scope in the last three years.

## 7.2 2023 SUMMARY OF PROGRESS ON AGENCY GOALS

ED Black reviewed the 2023 progress toward agency goals.

### 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 programs, culture, and priorities.
- Make THA a great place to work.

## 7.3 GENERAL AGENCY UPDATE

ED Black provided agency highlights for January 2024:

- THA added 75 affordable housing units to the community through a new Property Based Subsidy agreement in early January.
- Construction of the residential and commercial portions of Housing Hilltop are still on schedule. Development and construction are projected to be completed within budget, currently trending at approximately \$350k under budget.
- Property Management accomplished many department goals in 2023—they completed 10,500 work orders, did 145 unit turns, did 1,800 recertifications, and helped collect over \$150k in COVID rent arears.
- Rental Assistance housed 548 new households in 2023. All voucher utilization is at 94.15%.
- IT completed the last trial conversion for Yardi data in early December. The new go live is scheduled for April 2024.
- THA's new Strategic Advisor for DEIB started on November 27. Priya Saxena is focusing their time on learning about THA's overall business; developing roles, responsibilities, and tasks that fall under this new role. She is also supporting the DEIB Committee, planning for their 2024 Annual Retreat.
- A survey of other public housing authorities shows that THA's environment is now one of the most advanced, if not the most advanced of any housing authority nationwide while also being more cost effective.

- On January 18, Congress passed legislation to keep funding Housing and Urban Development (HUD) through a Continuing Resolution (CR) through March 1, 2024. This is a positive progress as THA will continue to be funded at 2023 levels.

## 8. NEW BUSINESS

### 8.1 NIMS ASSOCIATES CONTRACT FOR YARDI

#### RESOLUTION 2024-01-24 (1)

(Executive Director approval to execute Nims & Associates Contract)

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

**WHEREAS**, Tacoma Housing Authority approved the expenditure for Yardi Consulting services in the 2024 budget; and

**WHEREAS**, on March 23, 2022, THA Board of Commissioners approved Resolution 2022-03-23 (1) which authorized THA's Executive Director to execute a contract with Wise Consulting Services; and

**WHEREAS**, on November 8, 2023, THA Board of Commissioners approved Resolution 2023-11-08 (4) for THA to enter into an Interlocal agreement with King County Housing Authority to rely on KCHA's formal procurement of Nims & Associates; and

**WHEREAS**, THA recommends entering into a contract with Nims & Associates for costs associated with the Yardi conversion; and

**WHEREAS**, THA is still within the Yardi implementation budget; now, therefore, be it

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

Approve THA's Executive Director to execute a contract with Nims & Associates not to exceed \$500,000.00.

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

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

**Motion approved:** January 24, 2024

Dr. Minh-Anh Hodge, Chair

## 8.2 LINE OF CREDIT INTEREST REVISION

### RESOLUTION 2024-1-24 (2)

#### **Amendment to note rate index and maximum maturity date for the \$2 million Heritage Bank Taxable Revolving Line of Credit Revenue Note, 2014**

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

**WHEREAS**, The Housing Authority of the City of Tacoma (the “Authority”) seeks to encourage the provision of housing for low-income persons residing in the City of Tacoma, Washington; and

**WHEREAS**, on December 17, 2014, the Board approved Resolution 2014-12-17(4) approving an unsecured line of credit of \$2 million with Heritage Bank and authorizing the Executive Director to extend the Maturity Date through October 31, 2024; and

**WHEREAS**, on December 12, 2018, the Board approved Resolution 2018-12-12(4) approving increasing the cap of the interest rate to 10% per annum on the LIBOR Note Rate to accommodate changing market conditions; and

**WHEREAS**, banks no longer use the LIBOR rate index, and Heritage Bank defines its Prime Rate as the Wall Street Journal Prime Rate, minus 0.65% per annum; and

**WHEREAS**, the Authority continues to have a need to use the Taxable Revolving Line of Credit Revenue Note, 2014, beyond the maximum maturity date of October 31, 2024; now, therefore, be it

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

The Executive Director is authorized to execute documents allowing Heritage Bank to modify the Note interest rate index used to determine Heritage Bank’s Prime Rate from the LIBOR Note Rate to the Wall Street Journal Prime Note Rate index to where any modification does not cause the Note to bear interest at a rate in excess of 10% per annum as of the effective date of such modification.

With the consent and approval of Heritage Bank, the Executive Director is authorized to extend the then-current Maturity Date of the Note to any date on or before October 31, 2034.

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

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

**Motion approved:** January 24, 2024

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**Dr. Minh-Anh Hodge, Chair**

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### 8.3 LASA TRANSFER

#### RESOLUTION 2024-01-24 (3)

(LASA Transfer)

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

**WHEREAS**, a resolution authorizes THA’s Executive Director to facilitate, negotiate and execute the transfer physical and financial assets, and debt associated with Prairie Oaks to LASA; and

**WHEREAS**, the partners, THA and LASA support the transfer of the 15 Prairie Oaks permanent supportive housing building to LASA to own and operate; and

**WHEREAS**, THA desires to transfer the building to LASA at no cost to LASA except for fees associated with closing and the transfer process; and

**WHEREAS**, THA desires to transfer the debt and property and financial assets associated with Prairie Oaks to LASA; and

**WHEREAS**, LASA desires to receive all financial and property assets related to Prairie Oaks; and

**WHEREAS**, LASA desires to operate Prairie Oaks according to the uses prescribed in the Dept. of Commerce’s use covenants, now, therefore be it

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

*THA’s Executive Director is authorized to negotiate and execute the transfer of the physical and financial assets and debt associated with Prairie Oaks to LASA’s ownership.*

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

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

**Motion approved:** January 24, 2024

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**Dr. Minh-Anh Hodge, Chair**

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### 8.4 RBC EXITS SALISHAN 4, 5, AND 6

#### RESOLUTION 2024-01-24 (4)

(RBC Exits Salishan 4, 5, and 6)

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

**WHEREAS**, this resolution authorizes THA's Executive Director to engage a consultant to establish an exit structure and prepare an offer to buy back RBC's partnership interests in Salishan 4, 5, and 6 in 2024;  
*and*

**WHEREAS**, RBC desires to sell its partnership interests in Salishan, 4, 5, and 6 at the end of the compliance periods; and

**WHEREAS**, THA can buy back the partnership interests; and

**WHEREAS**, THA would gain 100% ownership of the physical and fiscal assets of these properties;  
*and*

**WHEREAS**, THA would gain full benefit of cashflow; and now, therefore, be it

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

*This resolution authorizes THA's Executive Director to engage a consultant to establish an exit structure and prepare an offer to buy back RBC's partnership interests in Salishan 4, 5, and 6 in 2024.*

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

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

**Motion approved:** January 24, 2024

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**Dr. Minh-Anh Hodge, Chair**

## 8.5 AVIVA KOZ SALE

### RESOLUTION 2024-01-24 (5)

(Aviva Koz Sale)

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

**WHEREAS**, on October 27, 2021, the board approved resolution 2021-10-27 (2) which authorized the Executive Director to negotiate and execute a Purchase and Sale Agreement (PSA) with Koz Development for lot 1 at James Center North / Aviva Crossings; and

**WHEREAS**, resolution 2021-10-27 (2) referenced a Koz Development purchase price of \$1,250,000, the lot size and price have now been reduced; and

**WHEREAS**, a resolution authorizes THA’s Executive Director to finalize the Koz Development Purchase and Sale Agreement (PSA) lot 1 at James Center North / Aviva Crossings at the revised price; now, therefore, be it

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

THA’s Executive Director is authorized to negotiate and execute the transfer of the physical and financial assets and debt associated with Prairie Oaks to LASA’s ownership.

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

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

**Motion approved:** January 24, 2024

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**Dr. Minh-Anh Hodge, Chair**

## 9. EXECUTIVE SESSION

The Board went into executive session at 6:00 pm for 32 minutes to discuss legal matters with legal counsel representing the agency, and to review the performance of a public employee. The Board came back into regular session at 6:31 pm.

## 10. ADJOURNMENT

There being no further business to conduct, the meeting ended at 6:34 pm.

**APPROVED AS CORRECT**

**Adopted:** February 28, 2024

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**Dr. Minh-Anh Hodge, Chair**



# BOARD OF COMMISSIONERS MEETING MINUTES

## SPECIAL SESSION MONDAY, FEBRUARY 5, 2024

The Commissioners of the Housing Authority of the City of Tacoma met in Special Session via Zoom, on Monday, February 5, 2024, at 12:00 pm to discuss with legal counsel representing the agency matters relating to litigation.

### 1. CALL TO ORDER

Chair Hodge called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 12:04 pm.

### 2. ROLL CALL

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

PRESENT	ABSENT
COMMISSIONERS	
Chair Dr. Minh-Anh Hodge	
Vice Chair Derek Young	
	Commissioner Stanley Rumbaugh
Commissioner Michael Purter	
Commissioner Shennetta Smith	
STAFF	
April Black, Executive Director	
Aley Thompson, Deputy Executive Director	
Sha Peterson, Executive Initiatives Officer	
Adam Ydstie, Policy, Innovation, and Evaluation Director	
	Amber Prentice, Rental Assistance Director
Cacey Hanauer, Client Support and Empowerment Director	
Ken Short, Asset Management and Real Estate Development Director	
Marquis Jenkins, Property Management Director	
Richard Deitz, Finance Director	
	Sharrall Madden, Human Resources Director
William Morse, Director/CIO	

Chair Hodge declared there was a quorum present at 12:05 pm and proceeded.

### 3. EXECUTIVE SESSION

The Board went into executive session at 12:05 pm for 1 hour to discuss with legal counsel representing the agency matters relating to litigation and came back into regular session at 1:05 pm.

### 4. ADJOURNMENT

There being no further business to conduct, the meeting ended at 1:06 pm.

**APPROVED AS CORRECT**

**Adopted:** February 28, 2024

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**Dr. Minh-Anh Hodge, Chair**





**Tacoma  
Housing  
Authority**

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**Real Estate Development Committee**

Commissioner Stanley Rumbaugh  
Commissioner Shennetta Smith

**Finance Committee**

Chair Minh-Anh Hodge  
Vice Chair Derek Young

**Community Partnerships and Advocacy Committee**

Commissioner Pastor Michael Purter  
Commissioner Shennetta Smith

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

Chair Minh-Anh Hodge  
Vice Chair Young

**Diversity, Equity and Inclusion Committee**

Chair Minh-Anh Hodge  
Commissioner Shennetta Smith



**TACOMA HOUSING AUTHORITY**

## **FINANCE REPORT**



# MOTION

**Date:** February 28, 2024

**To:** THA Board of Commissioners

## MOTION

Adopt a consent motion ratifying the payment of cash disbursements totaling \$8,026,886 for the month of January 2024.

**Approved:** February 28, 2024

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**Dr. Minh-Anh Hodge, Chair**

**TACOMA HOUSING AUTHORITY**  
**Cash Disbursements for the month of January 2024**

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	97,004	-	97,056	
Accounts Payable ACHs	ACHs	2,694	-	2,766	
Business Support Center				839,357	Program Support
Moving To Work Support Center				617,811	
Moving To Work Buildings (used by Support Center)				18,435	
Tax Credit Program Support Center				61,920	
Section 8 Programs				239,485	Section 8 Operations
Alberta J Canada Bldg				6,881	Properties
Salishan 7				28,815	
James Center				19,449	Development
Hillsdale Heights				3,553	
Bus Development Activity				34	
CS General Business Activities				6,885	Client Support
Department of Commerce Funding for Crisis Residential Center				152,730	
Community Services MTW Fund				4,426	
Education Private Grants (Gates, etc.)				3,100	
AMP 6 - Scattered Sites				4	Public Housing
AMP 9 - HT 1500 - Subsidy				1,755	
THA SUBTOTAL				2,004,639	
Hillside Terrace 2 & 1500				3,840	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				25,789	
Housing Hilltop LLLP				29,365	
Arlington Youth Campus				3,266	
Court F (The Rise)				4,254	
Renew Tacoma Housing				25,142	
Salishan 1 - Salishan 6				18,505	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				110,162	2,114,801
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	487,904	-	488,049	406,797
	ACHs	38,375	-	39,333	4,338,667
					\$ 4,745,465
Payroll & Payroll Fees - ADP					\$ 1,166,620
TOTAL DISBURSEMENTS					\$ 8,026,886



# TACOMA HOUSING AUTHORITY



**Date:** February 28, 2024

**To:** THA Board of Commissioners

**From:** Richard Deitz  
Director of Finance

**Re:** Finance Department Board Report

## 1. FINANCIAL STATEMENT

I present the January 2024 disbursement reports for your approval.

The Finance Department is submitting the final financial statement for the year ending December 31, 2023.

The Agency closed the 2023 Fiscal year in strong financial condition. We finished the year with an operating surplus of \$707,221, which can be seen on *Line 50 – Surplus/(Deficit) before Capital Expenditures* on the financials. As displayed on *Line 56 – THA Surplus/(Deficit)*, once capital expenditures are included, THA finished the year with a surplus of \$522,314.

In the section below, I have provided additional details on notable line items. Several items deserve additional attention that impact multiple line items. The Yardi implementation project was budgeted under capital. However, the costs are reflected under operations. Moving to a housing wage and the salary changes resulting from the salary study were budgeted in Administrative Expenses but significantly impacted Maintenance Salaries. Our third-party-managed residential properties operating expenses were all over budget, with most of the overage coming from maintenance-related costs.

### Notable Line Items

- *Line 1, HAP reimbursements* – As this is a reimbursement, expenditures drive the revenue recognized in this category. *Section 8 HAP Reimbursement* is directly tied to THA's HAP (*Line 44 – Sec 8 HAP Payments*) and other MTW expenditures. While HAP expenditures were slightly over budget, overall MTW operating expenses were significantly under budget. THA had planned to utilize \$3 million in MTW reserves to pay down the Enterprise loan associated with James Center North. A partial paydown was made, but we could not use MTW funds due to the restrictions it would have placed on the entire property. While we could not pull down the full amount of MTW reserves we had budgeted for 2023, we did make progress in reducing our HUD held funds to a more desirable level.

- *Line 2 – Section 8 Admin fee earned* – HUD’s administrative fee proration was higher than we anticipated, which resulted in higher than anticipated administrative fee income.
- *Line 3 – Community Services* – The amount of the FSS Coordinator grant was more than was anticipated during the budget process.
- *Line 7, Tenant Revenue – Dwelling rent* – North Highland, Outrigger, and Salishan 7 experienced lower than anticipated dwelling rent revenue, leading to an overall revenue shortfall. In total, THA properties dwelling rent revenue increased each quarter throughout the year.
- *Line 8 – Tenant Revenue – Other* – All third-party managed properties have higher than anticipated *Tenant Revenue – Other*. The most significant variance relates to utility reimbursements at North Highland Court. This overage helps partially offset the deficit in *Tenant Revenue – Dwelling rent* at North Highland Court.
- *Line 10 – Other Revenue* – This line item comprises several revenue sources, including non-governmental grant revenue. We typically recognize revenue for these grants after we have incurred the related expenses. Our expenditures were below what was expected, resulting in slightly lower than budgeted *Other Revenue*.
- *Line 12 – T/C/ Waterfall Payments* – The waterfall payments were all processed in the third quarter. The final amounts were significantly below what was projected 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 higher than anticipated interest rates.
- *Lines 15 – 25 – Administrative Expense* – Each line item under *Administrative Expense* was under budget at the end of the year. The largest dollar variance is related to salaries and benefits. We have several new and vacant positions budgeted for 2023 that were not filled until late in the year or even early into 2024. As we brought these new employees on board, our salary and benefits costs became more in line with the budget. We also set aside funds within *Administrative Salaries* to cover salary increases and repositioning related to the salary study and union negotiations. These adjustments took effect in the third quarter and impacted salaries and benefits in Tenant Services and Maintenance. There is also a notable

variance in internal management fees, which are interdepartmental fees. *Office Expense* is also running significantly below the budgeted amount. This category covers a wide variety of expenses, many of which are significantly under budget. The most significant variance is in IT Licenses, which is running under budget in part because we did not implement Laserfiche.

- *Lines 26 – 29 – Tenant Service* – The Tenant Service area finished the year under budget. The salaries and benefits area underspending is due to unfilled vacant positions. There has also been underspending in tenant service contracts, which has led to *Tenant Service – Other* being under budget.
- *Lines 31 – 35 – Ordinary Maintenance and Operations* – Each category in this area is either over budget or on budget, resulting in a large overage. The most significant variance is in maintenance salaries and benefits. Several factors are driving this variance. The Maintenance Supervisors were budgeted under Administrative Expenses; however, their wages went to *Maintenance Salaries*. As noted under *Administrative Expense*, the budget for salary adjustments related to the Union negotiations and repositioning is included in *Administrative Expense*, not *Maintenance Salaries* and *Maintenance Personnel – Benefits*. In addition, *Maintenance Salaries* at all of our third-party managed properties were over budget. As expected, with overages in maintenance salary expenses, all third-party managed properties have corresponding overages in materials.
- *Line 37 – Insurance* – We are over budget because of a change in accounting treatment for insurance at James Center North.
- *Line 38 – Other General Expense* – Numerous small variances are leading to an overage in this area. The largest of these negative variances are related to bad debt and port-out administrative fees.
- *Line 47 – Debt Service Principal Pymt/Loan Payoffs* – Enterprise granted THA an extension to their James Center North loan budgeted to be retired in 2023 with MTW funds. As part of the extension, a partial payment was made in November of 2023 utilizing unrestricted funds. The reserve appropriation for this partial payment is shown on *Line 49 – Reserve Appropriations – Operations/Debt*. THA also received a loan deferral for the Prairie Oaks Housing Trust Fund loan.
- *Capitalized Items/Development Projects* – We are significantly under budget for several reasons. The Yardi implementation was budgeted as a capital item, but these costs are now fully captured in operations due to the implementation delay. We also did not acquire a new property, and we did not move forward with the Laserfiche implementation.

**2. INVESTMENTS**

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at 3.00%. The Washington State Local Government Investment Pool currently provides a return rate of 5.43%.

**3. AUDIT**

There is no update at this time.

**4. BUDGETS**

There is no update at this time.

**5. YEAR-END UPDATE**

Finance has begun work on closing the books for 2023. The financial reports for the Tax Credit properties were completed in time for our auditors to complete tax returns for each entity and start the audit process. Due to challenges with the transition to a new 3<sup>rd</sup> party management firm at Alberta J Canada, their financials were submitted to the auditors significantly later than usual. We do not anticipate any issues related to this delay. Duane and the Finance team are on schedule to complete the HUD REAC submission by March 15th, which includes a 15-day grace period from the February 28th submission date.



**TACOMA HOUSING AUTHORITY  
AGENCY WIDE**

		December-23				Thru 12/31/2023		
		CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
<b>OPERATING RECEIPTS</b>								
1	HUD grant - Section 8 HAP reimbursement	16,249,147	63,269,445	69,392,272	-8.82%	63,269,445	69,392,272	-8.82%
2	HUD grant - Section 8 Admin fee earned	1,426,928	6,147,586	5,681,306	8.21%	6,147,586	5,681,306	8.21%
3	HUD grant - Community Services	56,192	245,915	197,662	24.41%	245,915	197,662	24.41%
4	HUD grant - Public Housing subsidy	1,739	6,938	12,300	-43.59%	6,938	12,300	-43.59%
5	HUD grant - Capital Fund Operating Revenue	0	486,041	500,141	-2.82%	486,041	500,141	-2.82%
6	Other Government Grants	557,979	2,297,433	2,375,000	-3.27%	2,297,433	2,375,000	-3.27%
7	Tenant Revenue - Dwelling rent	839,631	3,277,439	3,473,831	-5.65%	3,277,439	3,473,831	-5.65%
8	Tenant Revenue - Other	59,152	252,359	166,810	51.29%	252,359	166,810	51.29%
9	Management Fee Income	1,123,172	3,615,413	3,485,105	3.74%	3,615,413	3,485,105	3.74%
10	Other Revenue	535,646	2,032,166	2,210,353	-8.06%	2,032,166	2,210,353	-8.06%
11	Other Revenue - Developer Fee Income	0	0	0	N/A	0	0	N/A
12	Other Revenue - T/C Waterfall Payments	0	1,168,731	1,831,000	-36.17%	1,168,731	1,831,000	-36.17%
13	Investment income	206,204	759,999	49,146	1446.41%	759,999	49,146	1446.41%
14	<b>TOTAL OPERATING RECEIPTS</b>	<b>21,055,790</b>	<b>83,559,465</b>	<b>89,374,926</b>	<b>-6.51%</b>	<b>83,559,465</b>	<b>89,374,926</b>	<b>-6.51%</b>
<b>OPERATING EXPENDITURES</b>								
<b>Administrative Expenses</b>								
15	Administrative Salaries	2,719,032	9,986,816	11,504,782	-13.19%	9,986,816	11,504,782	-13.19%
16	Administrative Personnel - Benefits	840,008	3,227,673	4,066,421	-20.63%	3,227,673	4,066,421	-20.63%
17	Audit Fees	32,883	126,114	130,000	-2.99%	126,114	130,000	-2.99%
18	Management Fees	215,446	640,102	712,839	-10.20%	640,102	712,839	-10.20%
19	Office Expense	534,196	2,121,419	2,517,477	-15.73%	2,121,419	2,517,477	-15.73%
20	Legal	143,498	328,222	363,000	-9.58%	328,222	363,000	-9.58%
21	Travel/Training	37,371	231,539	571,000	-59.45%	231,539	571,000	-59.45%
22	Other administrative expenses	628,744	2,855,915	3,014,410	-5.26%	2,855,915	3,014,410	-5.26%
23	Due diligence - Perspective Development	24,647	106,542	400,000	-73.36%	106,542	400,000	-73.36%
24	Contingency	0	0	105,000	-100.00%	0	105,000	-100.00%
25	<b>Total Administrative Expenses</b>	<b>5,175,824</b>	<b>19,624,342</b>	<b>23,384,929</b>	<b>-16.08%</b>	<b>19,624,342</b>	<b>23,384,929</b>	<b>-16.08%</b>

**TACOMA HOUSING AUTHORITY**  
**AGENCY WIDE**

		December-23				Thru 12/31/2023		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
<b>Tenant Service</b>								
26	Tenant Service - Salaries	467,883	1,729,739	1,842,194	-6.10%	1,729,739	1,842,194	-6.10%
27	Tenant Service Personnel - Benefits	165,033	628,714	748,743	-16.03%	628,714	748,743	-16.03%
28	Tenant Service - Other	571,236	2,545,855	2,826,845	-9.94%	2,545,855	2,826,845	-9.94%
29	<b>Total Tenant Services</b>	<b>1,204,152</b>	<b>4,904,308</b>	<b>5,417,782</b>	<b>-9.48%</b>	<b>4,904,308</b>	<b>5,417,782</b>	<b>-9.48%</b>
<b>Utilities</b>								
30	<b>Total Project Utilities</b>	<b>118,337</b>	<b>456,521</b>	<b>467,000</b>	<b>-2.24%</b>	<b>456,521</b>	<b>467,000</b>	<b>-2.24%</b>
<b>Ordinary Maintenance &amp; Operations</b>								
31	Maintenance Salaries	350,510	848,720	262,977	222.74%	848,720	262,977	222.74%
32	Maintenance Personnel - Benefits	76,696	221,347	73,533	201.02%	221,347	73,533	201.02%
33	Maintenance Materials	65,626	224,917	163,860	37.26%	224,917	163,860	37.26%
34	Contract Maintenance	208,761	848,062	850,467	-0.28%	848,062	850,467	-0.28%
35	<b>Total Routine Maintenance</b>	<b>701,594</b>	<b>2,143,047</b>	<b>1,350,837</b>	<b>58.65%</b>	<b>2,143,047</b>	<b>1,350,837</b>	<b>58.65%</b>
<b>General Expenses</b>								
36	Protective Services	17,978	82,846	81,800	1.28%	82,846	81,800	1.28%
37	Insurance	253,992	551,582	407,608	35.32%	551,582	407,608	35.32%
38	Other General Expense	176,162	536,008	464,951	15.28%	536,008	464,951	15.28%
39	Interest Expense	184,629	676,315	644,620	4.92%	676,315	644,620	4.92%
40	<b>Total General Expenses</b>	<b>632,761</b>	<b>1,846,751</b>	<b>1,598,979</b>	<b>15.50%</b>	<b>1,846,751</b>	<b>1,598,979</b>	<b>15.50%</b>
41	<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 7,832,668</b>	<b>\$ 28,974,969</b>	<b>\$ 32,219,527</b>		<b>\$ 28,974,969</b>	<b>\$ 32,219,527</b>	
<b>Nonroutine Expenditures</b>								
42	Ext. Maint/Fac Imp/Casualty Loss (Proceeds)	72,318	62,662	62,800	-0.22%	62,662	62,800	-0.22%
43	Sec 8 HAP Payments	14,270,318	53,600,894	52,959,291	1.21%	53,600,894	52,959,291	1.21%
44	<b>Total Nonroutine Expenditures</b>	<b>14,342,636</b>	<b>53,663,556</b>	<b>53,022,091</b>	<b>1.21%</b>	<b>53,663,556</b>	<b>53,022,091</b>	<b>1.21%</b>
45	<b>TOTAL EXPENDITURES</b>	<b>22,175,304</b>	<b>82,638,525</b>	<b>85,241,618</b>	<b>-3.05%</b>	<b>82,638,525</b>	<b>85,241,618</b>	<b>-3.05%</b>
46	<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(1,119,514)</b>	<b>920,940</b>	<b>4,133,308</b>	<b>-77.72%</b>	<b>920,940</b>	<b>4,133,308</b>	<b>-77.72%</b>
47	Debt Service Principal Pymt/Loan Payoffs	(1,525,266)	(1,688,719)	(3,263,430)	-48.25%	(1,688,719)	(3,263,430)	-48.3%
48	<b>Surplus/Deficit Before Reserve Appropriations</b>	<b>(2,644,780)</b>	<b>(767,779)</b>	<b>869,878</b>	<b>-188.26%</b>	<b>(767,779)</b>	<b>869,878</b>	<b>-188.26%</b>
49	Reserve Appropriations - Operations/Debt	1,475,000	1,475,000	0		1,475,000	0	
50	<b>Surplus/Deficit Before Captial Expenditures</b>	<b>(1,169,780)</b>	<b>707,221</b>	<b>869,878</b>		<b>707,221</b>	<b>869,878</b>	
51	Capitalized Items/Development Projects	(58,104)	(803,848)	(4,480,000)	-82.06%	(803,848)	(4,480,000)	-82.06%
52	Reserve for Replacement	(46,227)	(184,907)	(184,907)	0.00%	(184,907)	(184,907)	0.00%
53	Revenue - Capital Grants/Sale of Property	0	0	1,250,000	-100.00%	0	1,250,000	-100.00%
54	Reserve Appropriations - Capital	58,104	803,848	2,775,000	-71.03%	803,848	2,775,000	-71.03%
55	<b>THA SURPLUS/(DEFICIT)</b>	<b>(1,216,007)</b>	<b>522,314</b>	<b>229,971</b>		<b>522,314</b>	<b>229,971</b>	

TACOMA HOUSING AUTHORITY				
CASH POSITION - December 2023				
Account Name			Current Balance	Interest
HERITAGE BANK				
Accounts Payable			11,091,865	3.00%
Section 8 Checking			1,041,553	3.00%
THA Affordable Housing Proceeds-Salishan			2,022,894	3.00%
THA Scattered Sites Proceeds			6,038,716	3.00%
FSS Escrows			137,026	3.00%
FSS Forfeitures			49,196	3.00%
Note Fund Account			105	3.00%
THA Investment Pool			346	3.00%
THDG - Tacoma Housing Development Group			736,028	3.00%
Salishan 7 Operations			1,424,252	3.00%
Salishan 7 Security Deposit			31,589	3.00%
Salishan 7 Replacement Reserve			655,126	3.00%
Salishan 7 Operating Reserve			208,922	3.00%
North Highland Operations			156,833	3.00%
North Highland Security Deposit			31,127	3.00%
North Highland Capital Reserve			403,207	3.00%
Highland Crest Operations			1,010,918	3.00%
Highland Crest Replacement Reserve			400,659	3.00%
Highland Crest Security Deposit			41,819	3.00%
Outrigger Operations			630,865	3.00%
Outrigger Replacement Reserve			347,869	3.00%
Outrigger Security Deposit			26,259	3.00%
Prairie Oaks Operations			259,517	3.00%
Prairie Oaks Replacement Reserve			53,430	3.00%
Prairie Oaks Security Deposit			6,931	3.00%
Payroll Account			20,373	3.00%
HOME STREET BANK				
James Center North Operations			1,516,768	0.00%
James Center North Security Deposit			77,937	0.00%
WASHINGTON STATE				
Investment Pool			\$ 8,771,829	5.43%
1. TOTAL THA CASH BALANCE			\$ 37,193,958	
Less:				
2. Total MTW Cash Balance			\$ 1,362,394	
Less Minimum Operating Reserves				
2.01 Public Housing AMP Reserves (4 months Operating Exp.)				
2.02 S8 Admin Reserves (3 months Operating Exp.)			726,000	
2.09 Less Total Minimum Operating Reserves			\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)			\$ 636,394	
3. MTW Cash Held By HUD			\$ 7,563,638	
4. Non MTW Cash Restrictions/Obligations				
4.1 Non MTW Operational Restrictions				
4.10 HUD Restricted - Lot and Property Sales			\$ 8,061,611	
4.101 Area 2B Sales Proceeds (Afford Hsg)			2,022,894	
4.102 Scattered Sites Proceeds (Afford Hsg)			6,038,716	
4.20 THA Property Accounts Reserved			\$ 13,273,387	
4.201 Security Deposit Accounts			215,661	

TACOMA HOUSING AUTHORITY				
CASH POSITION - December 2023				
4.202 Highland Crest Operations Reserves		520,000		
4.203 Highland Crest Replacement Reserves		400,659		
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		347,869		
4.208 Prairie Oaks Operations Reserves		177,000		
4.209 Prairie Oaks Replacement Reserves		53,430		
4.210 Salishan 7 Operations Reserves		750,000		
4.211 Salishan 7 Replacement Reserves		655,126		
4.212 North Highland Court Operations Reserves		50,000		
4.213 North Highland Capital Reserve		403,207		
4.214 Housing Hilltop Loan Reserve		8,287,500		
4.30 Rental Assistance Reserves			\$ 557,188	
4.301 Mod Rehab Operating Reserves		53,586		
4.302 VASH, FUP, FYI, NED, EHV & MAIN HAP Reserves		317,380		
4.303 FSS Escrows		186,222		
4.40 Prepaid Grants			\$ 1,112,847	
4.401 TPS Interlocal (CS-2017-011)		159,810		
4.402 Balmer Foundation - Education Prog (CS-2020-005)		28,272		
4.403 College Spark (PI-2018-005)		52,848		
4.404 GTCF Grant (PI-2019-005)		85,890		
4.405 Ballmer Foundation - COVID Rent Assist (RA-2020-003)		50,000		
4.406 THDG		736,028		
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)			\$ 23,005,033	
4.70 Agency Contracted or Budgeted Commitments Remaining			\$ -	
		-		
		-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)			\$ 23,005,033	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)			\$ 12,826,531	
6. Development Advances - Project Reimbursement upon draw			\$ -	
6.01 Housing Hilltop LLLP		-		



**TACOMA HOUSING AUTHORITY**

## **AGENCY MONTHLY REPORT**



# Contracting & Resident Hiring Update



## Relevant Agency Goals:

- Increase percentage of MWBE receiving contracts or direct purchases requisitions with THA or projects paid by THA
- Increase the number of THA residents and low-income individuals THA jobs



# Plans to Increase MWBE contracts

- Analyze new contract requests to see if it is feasible to divide the scope to include Minority/Women-owned Business Enterprises (MWBE) vendors.
- Created a new RFP template, in collaboration with Priya, the DEIB Strategic Advisor. The new template is more inclusive and removes previous requirements that may have been barriers.
- Begin posting RFPs on the OMWBE website to reach a larger audience.
- In the RFP evaluation criteria, THA will create a preference for MWBE businesses.
- Created a new Self-Attestation form for MWBE vendors that are not certified by the state and have included this in the new RFP template.
- Worked with PM (Facilities) to identify routine scopes of work.
  - The team will release up to 30 RFPs in 2024.
  - It is our goal to create three master contracts for each scope.
  - One master contract for each scope will include a MWBE vendor, when feasible.

# Updates on Metrics regarding MWBE Contracts

The contracting team has configured our administration software to report on the following metrics:

- Number of overall contracts awarded by month and the amounts.
- Number of overall OMWBE contracts awarded by month and the amounts
- Number of self-certified contracts awarded by month and the amounts

These metrics will be collected beginning Q2 and can be reported on beginning



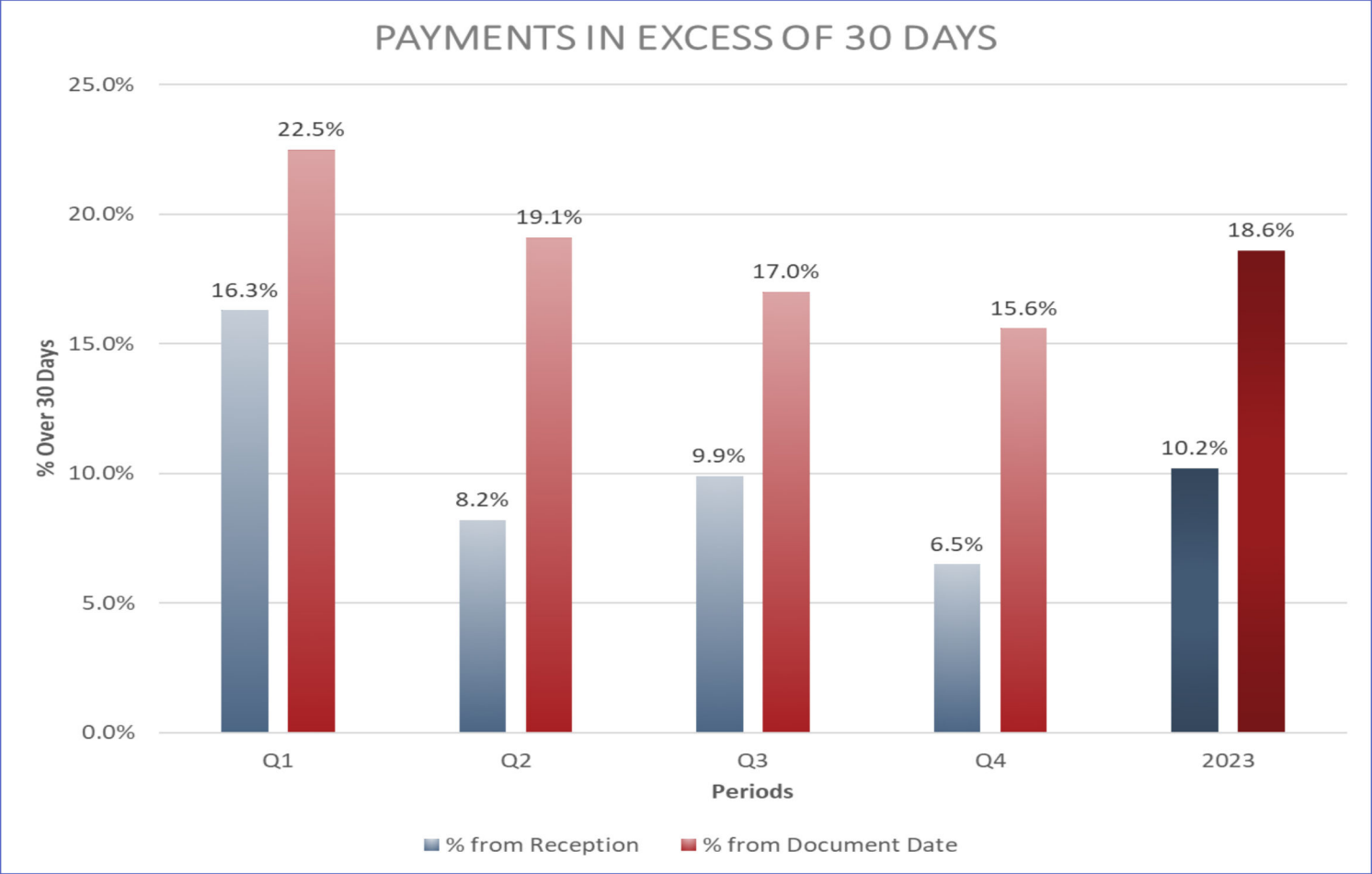
# Procurement Policy Updates

**2024 activities:** THA will revise its procurement policy and practices to make the process more equitable and accessible.

- The option to use Job Order Contracting, allowing THA to solicit and award a maintenance contract with a contractor.
- Limited works roster will no longer be available and there will be different requirements for contracts up to \$150,000 awarded using the Small Works Roster procedures.
  - MRSC currently hosts THA's Small Works Roster.
  - MRSC will also be the officially sanctioned statewide roster
  - THA may use the Small Works Roster to engage in direct contracting with small businesses.
- THA shall (when possible), invite at least one qualified contractor that is a certified MWBE vendor for all construction related projects, or commits to employ residents in the housing owned or managed by THA.
- THA Authority to Sign Contracts will be updated.

# Payment Performance Metrics

**2024 activities:** Maintain a 90% on time payment rate (30 days from receiving a invoice) to make it easier to do business with THA and reduce barriers to disadvantaged enterprises.



**Percentages represent the percentage of invoices paid after the net-30 date.**

- Reception represents the date the company receives the invoice.
- Document Date is the date the company creates the invoice.

**THA begins the net-30 by the invoice date.**

# Housing Hilltop Hiring

- **2024 activities:** At least 25% of new Hires on HHT construction will be THA residents and low-income individuals.

Month	Year	Total Labor Hours	Section 3 Hours	Targeted Section 3 Hours	Section 3 Hours
December	2022	2131.75	238	0	
January	2023	3964.5	594	16	
February	2023	3615	749.5	167	
March	2023	5147	1172	268	
April	2023	5414	2227.5	404	
May	2023	7188	2686.5	483	
June	2023	11766.25	1990	369	
July	2023	11012.5	1565.5	152	
August	2023	11229.2	1377	180	
September	2023	13842.7	1001	134	
October	2023	16197	866	120.5	
November	2023	16854	831	16	
Total		108361.9	15298	2309.5	





# TACOMA HOUSING AUTHORITY

**To:** THA Board of Commissioners  
**From:** April Black, Executive Director  
**Date:** February 28, 2024  
**Re:** Agency Monthly Report

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## THA's Mission

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

In this report you will find our agency highlights for the month of February. 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.

THA hosted HUD Principle Deputy Assistance Secretary Richard Monocchio and several other HUD staff in early February. This was an excellent opportunity to share THA's programs and partnerships.



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

### ***Housing Hilltop***

Construction is still on schedule and the project is 72% complete. The South building, consisting of 94 apartments, is projected to be delivered in June 2024. The North building, consisting of 137 apartments, is expected to be delivered in December 2024.

Activity is currently underway to begin marketing the property and open an interest list. The interest list is projected to be open in March 2024. FPI Management will handle typical marketing activities (website, signage, etc.). THA will utilize our relationships with community organizations to further market the property. THA staff voted on logo concepts for the property and our new logo is pictured here. Thank you for Nick Tolley for the design:



TUPAC is still fully engaged with THA and is expected to occupy the North commercial space in 2025. The listing for the commercial space in the South building has been paused and will be relisted in the coming months. THA is working with several local organizations to modify the process which will result in greater opportunities for local small businesses.

THA continues to work with Walsh Construction on meeting our Section 3 goal of 25% and the table below provides details. The fluctuation from month-to-month reflects changes in the types of labor needed at different times throughout the project.

Month	Year	Total Labor Hours	Total Section 3 Hours	Targeted Section 3 Hours	Section 3 Hours %
December	2022	2131.75	238	0	11%
January	2023	3964.5	594	16	15%
February	2023	3615	749.5	167	21%
March	2023	5147	1172	268	23%
April	2023	5414	2227.5	404	41%
May	2023	7188	2686.5	483	37%
June	2023	11766.25	1990	369	17%
July	2023	11012.5	1565.5	152	14%
August	2023	11229.2	1377	180	12%
September	2023	13842.7	1001	134	7%
October	2023	16197	866	120.5	5%
November	2023	16854	831	16	5%
Total		108361.9	15298	2309.5	14%

### **Aviva**

The Mercy Housing project is moving ahead as planned, and they expect to break ground in October 2024. This project will add 129 affordable apartments to the community that will be rented at 60% AMI and below.

The PSA for the Koz development is in the final stages and will be signed in February 2024. Koz is expected to break ground on their project in November 2024. This project will add 215 80% AMI and below apartments to the area.

The front parcel at the site was out for RFP to find a suitable development partner for THA. The responses have been received and are currently being evaluated. Updates will be provided at upcoming meetings.

### ***Hillside 2300***

THA is currently working with Brawner on developing a plan to resyndicate this property. The plan may also include a portion of the Salishan site. A full plan will be developed during 2024, and additional information will be provided.

### ***Hillside 1500***

Analysis is still underway on redeveloping this site. Several options are being considered with financing packages (9% vs 4% LIHTC, THA vs development partner, etc.), but all plans will include tearing down the existing site and building a new property. A full plan will be developed during 2024.

### ***Hillsdale Heights***

The process is ongoing with multiple partners to develop the site which will include apartments, townhouses, and home ownership options. Current activities include boundary line adjustments, evaluating infrastructure needs, site access (roads, alleys, trash service, etc.) Updates will be provided at upcoming meetings as additional progress is made.

## **INCREASE HOUSING ACCESS AND STABILITY**

### ***Yardi Implementation***

THA continues to make productive and positive progress towards our planned April go-live with the Yardi system.

In late January, THA successfully completed a trial conversion, the first of two planned before the final conversion. The results were excellent, with only a handful of records needing data correction.

In addition, THA completed User Acceptance Testing (UAT) where staff from the Business Process Team ran through the entire system to ensure functionality matched THA expectations. Over 40 issues were identified, which the team has systematically been working through to either resolve or provide workarounds. None of the issues identified were considered critical.

Starting mid-February, THA began a new round of comprehensive training. This training will last until system conversion begins in late March.

Final planning is also underway for the conversion itself. Additional time is being taken to validate the data and system functionality after conversion to ensure the delivered system works as expected.

Overall, the project is progressing well, with a full conversion to be completed around May 1<sup>st</sup>.

In addition, the team is preparing for a number of Phase II items that will take place after Yardi is live, such as the full migration of the Yardi storage system to SharePoint, the deployment of purchase orders and the Yardi marketplace to make the procurement and tracking of items much easier and more secure, the launch of online RFTA, the data warehouse and more.

Major system conversions like this are expensive, staff intensive, and complicated. THA is determined to get the most out of this significant investment. The agency is well on the way to doing just that.

### ***Utilization, Leasing & Unit Turns***

Reports show overall utilization has increased slightly from 94.15% in January to 94.5% in February. Rental Assistance voucher success rates increased from 67% to 71.2%, and the number of days it takes for a household to successfully lease up remains at 68 days. The average HAP costs continue to increase. We are watching this carefully to determine the number of households who can be served from the waitlist.

In January staff leased 14 vacant units. They are currently on track to lease at least 14 more in February. This positive trend indicates a strong start to the year, with a 40% increase in the average number of households leased each month when compared to 2023. The maintenance team continues to drive the number of units under repair down (currently 19). The focus is on filling units, and internal staff capacity has been reallocated to support ongoing leasing efforts.

Washington State was selected to participate in a new federal initiative, Housing and Services Partnership Accelerator, focused on strengthening partnerships and improving access to federal programs like housing. The goal of the Accelerator program is to prevent and end homelessness by helping Medicaid eligible individuals find and maintain stable housing. THA is already doing this work by partnering with agencies who serve Medicaid eligible individuals. We do this through a variety of ways, including entering into an MOU with our local Foundational Community Supports provider to provide up to 50 rental assistance subsidies per year through partnerships with DSHS Aging and Long-Term Support Administration Department who provide referrals for our NED and Mainstream voucher programs; and finally through THA's Local Non-Traditional PBS partnership that offers rental assistance Medicaid eligible residents in assisted living facilities. The work THA has done to build and strengthen these relationships will allow us to be ready to participate in this initiative.



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

### ***Updates from the Staff DEIB Steering Committee (covering January and February 2024)***

Leadership Transitions: Christine Nguyen (PIE) has stepped down as Chair of the DEIB Steering Committee. She served in that role for two years. The Committee is very grateful for all the time, energy, strategy, and compassion Christine put into the role during her time as Chair. Chantel Dozier (CSE) is the Committee's newly appointed Interim Chair. During this interim period, we're working with DEIB Strategic Advisor, Priya Saxena, on formulating a new Steering Committee Charter & clarifying the roles for DEIB Committee leadership.

Setting Intentions for 2024: We are planning a 2024 DEIB Committee Retreat. The focus of this Retreat will be to develop Community Agreements that create a brave and safe environment for all Committee members, reflect on "roses, buds, and thorns" from 2023, and brainstorm priorities for 2024.

Communications and Bi-Monthly Newsletter: The Committee is re-thinking their communication strategy and bi-monthly newsletters. Nick Tolley offered helpful guidance and questions for the Communications Work Group to consider. The Communications Work Group and DEIB Committee would like to reconfigure their efforts so that they are more diverse (i.e., different events, notifications, topics within the newsletter, etc.) and better meet the needs and desires of THA staff.

## MAKE THA A GREAT PLACE TO WORK

### ***Updates from the Strategic Advisor for Diversity, Equity, Inclusion, and Belonging***

Accessibility Audit: We are in the last few steps of finalizing a project description for the 2024 Accessibility Audit. This project will be a collaborative partnership across all departments with Exec and AMRED leading. We are looking for a vendor who can support us in conducting a physical audit of three locations: THA Headquarters, the Salishan Family Investment Center, and the Bay Terrace Community and Education Center. This physical audit will focus on whether and how our most used physical spaces follow Universal Design principles. Our desire is that after conducting an audit of these three spaces the vendor will provide a Findings and Transitions report that will outline what they learned and how to implement changes to our spaces so that we meet more of the Universal Design principles. With this information we can ensure the individuals who work at and visit our spaces can do so with ease and a sense of inclusion and accessibility. For more information about Universal Design, see below.

According to the Center for Universal Design and as quoted by Dr. Sheryl Burgstahler in her article, “Universal Design: Process, Principles, and Applications” the definition of Universal Design is “the design of products and environments to be useable by all people, to the greatest extent possible, without the need for adaptation or specialized design”. Spaces that are informed by Universal Design principles are usable, accessible, and inclusive. The seven principles of Universal Design are:

1. Equitable use
2. Flexibility in use
3. Simple and intuitive
4. Perceptible information
5. Tolerance for error
6. Low physical effort
7. Size and space for approach and use

Equity Review of THA Disciplinary Policies: This new body of work serves two of our agency goals; to embed DEIB principles in THA’s programs, culture, and priorities and to make THA a great place to work. In the past year, we’ve seen improvements in staff diversity and retention. And yet, there is still work to be done particularly in assessing and improving THA’s disciplinary policies and management training related to equitable and uniform disciplinary practices. Through this equity review of THA disciplinary policies I will work with all Department Directors and the Human Resources Department to (1) review current THA disciplinary policies, (2) determine whether the current disciplinary policies and practices should be updated to promote more uniform processes across departments to better ensure equitable results, and (3) in consultation with legal counsel, draft recommended changes to the disciplinary policies and practices that promote diversity, equity, inclusion, and belonging. By working with legal counsel, we’ll be able to ensure compliance with legal requirements as the project progresses.

#### FOLLOW-UP ITEMS FROM LAST MONTH’S BOARD MEETING

We noted a request for staff at-a-glance information for 2022. That can be found as an attachment to the report.

We were also asked for more information about Universal Design. That information is in the section “Make THA A Great Place to Work.”

#### A LOOK AHEAD: MARCH BOARD FOCUS

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

## ADVOCACY ITEMS

### ***Federal***

We continue to urge our delegation to support a budget that funds our agency and the government, along with the tax extenders package that the House passed last week. The tax extenders program includes two critical Low-Income Housing Tax Credit (LIHTC) provisions, which would restore the 12.5 percent allocation for 2023-2025 and lower the 50 percent bond financial threshold to 30 percent for 2024-2025; these changes would finance more than 200,000 additional affordable homes. It also includes another expansion of the Child Tax Credit Program, which is a valuable financial benefit to the families we serve.

The FY24 Appropriations Bill also includes language that would extend THA's Moving to Work (MTW) contract from 2028 to 2043. We are working with a national committee to advocate that this language remain in a final appropriations bill.

Related to MTW, THA has been invited to attend a congressional briefing in March to discuss the successes of THA's programs. The invitation is attached to this report. While we've been asked to talk about education programs specifically, we have agreed to highlight instead our ability to test new initiatives, evaluate them, and make changes based on data and customer impact.

### ***State***

Congratulations to Nicholas Carr on his successful advocacy for changes in the applicant eligibility for the State Connecting Housing to Infrastructure Program (CHIP). This means that when we apply in the Fall, we can apply directly instead of through the City. The language you'll see in the final version is the exact language Nicholas submitted on behalf of the Association of Washington Housing Authorities (AWHA).

We are now coming up on another significant legislative cutoff of the 60-day Legislative session. Bills that have passed out of their house of origin will move to the opposite chamber for consideration and must be passed out of those committees by February 21<sup>st</sup>.

### **The bills we are watching closely:**

- **HB 1890:** streamlines merger laws for regional housing authorities (essentially takes the county out of the process for two city housing authorities that want to merge). The House bill passed out of the House on 2/6 with a unanimous vote and has been scheduled for a public hearing in the Senate Housing Committee on 2/14.

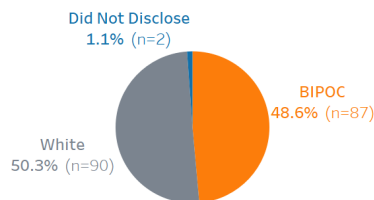
- **HB 1892:** establishing a revolving loan program at the Housing Finance Commission to finance multi-family workforce housing (low interest long-term loans for construction of housing serving households at 50%-80% AMI). The bill passed out of the House on 2/8 with a unanimous vote.
- **HB 2114:** rent stabilization proposal capping allowable annual rent increases by private landlords. The House bill is was placed on the second reading calendar on 2/7. It passed the House on a party line vote on February 13<sup>th</sup>. It will be heard in the Senate Housing Committee on February 16<sup>th</sup> or 21<sup>st</sup> but is not expected to move out of the Senate in this session.
  - **Current version would:**
    - Limit yearly rental increases to a maximum of 7%
    - Prohibits rental increases in the first year of tenancy
    - Guarantees tenants six-month notices for increases of 3% or higher
    - Limits on move-in fees, security deposits, and late fees
    - Includes requirements for parity between month-to-month and longer-term rental agreements
    - Ties Consumer Protection Act provisions to enforcement mechanisms
    - The bill would take effect immediately and isn't tied to inflation

THA's effort to expand the Commission's land acquisition program to include housing units and allow for grants or forgivable loans is still alive but will likely need more work in the interim to be successful in the 2025 session.

# 2023 THA Staff At-A-Glance

**Total THA Staff**  
**179**

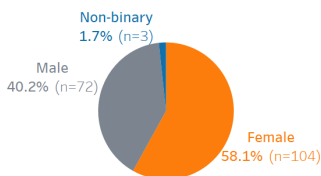
2023 Staff BIPOC and White



**Overall tenure**  
**5.8 years (avg)**  
**3.2 years (med)**

**Staff rating of THA:**  
**4.15 out of 5**

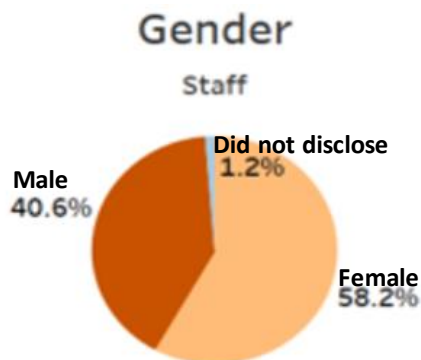
2023 Staff Gender



**Annual Turnover**  
**13.3%**

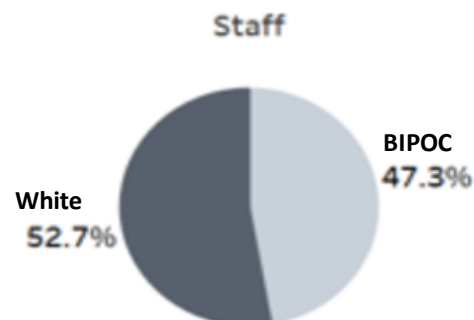
# 2022 THA Staff At-A-Glance

**Total THA Staff**  
**165**



**Overall tenure**  
**6 years (avg)**  
**3.8 years (med)**

**Annual Turnover**  
**25.5%**





February 1, 2024

Ms. April Black  
Executive Director  
Tacoma Housing Authority  
902 South L Street, Suite 2A  
Tacoma, Washington 98405

Dear Ms. Black,

On behalf of CLPHA's *Housing Is* Initiative and the MTW Collaborative, we would like to invite you to present at our upcoming congressional briefing on Capitol Hill entitled "Housing. Education. Health: Improving Life Outcomes for Low-Income Americans." The briefing will be held Wednesday, March 20 from 9:30 to 11:30 a.m. ET in Room 2075 of the Rayburn House Office Building, 45 Independence Ave SW, Washington, DC 20515.

This briefing will be an excellent opportunity to showcase to Congressional staff the important cross-sector work our members are undertaking in their communities to help improve life outcomes for low-income families and to provide expert insight about how best to approach legislative solutions to the challenges our members face in providing crucial services for nation's most vulnerable populations. We anticipate an audience of seventy staff working for Members of Congress from across the country.

In particular, we invite you to share your expertise spearheading THA's pioneering programs and partnerships that align education and housing providers and discuss how the Moving to Work demonstration has streamlined these efforts. With regards to your postsecondary collaboration, we are especially interested to have you present on your formal partnerships with Tacoma Community College (TCC), and the University of Washington at Tacoma (UW Tacoma) to provide rental assistance to homeless and near homeless college students, efforts to build housing for low-income students near TCC, and your groundbreaking and impactful practice of encouraging the families you serve to sign their children up for the Washington College Grant before the program allowed for automatic enrollment. We would also like to hear you speak about your efforts to improve educational outcomes for K-12 students you serve, such as your targeted voucher program for McCarver Elementary School students and wrap-around services for parents.

We request that your presentation last around fifteen minutes and include slides where appropriate. We kindly ask that you respond to this invitation at your earliest convenience, and we will also schedule a prep call for our presenters before the briefing to discuss content and logistics.

Please let us know if you have any questions. We hope to have you join us for this unique opportunity to speak directly to national legislators and decision makers about the tools and resources PHAs and their partners need to create, strengthen, and sustain cross-sector collaborations that provide crucial services and supports to low-income families.

Sincerely,

Sunia Zaterman  
Executive Director  
CLPHA

Tracey Scott  
President  
MTW Collaborative



**TACOMA HOUSING AUTHORITY**

**NEW BUSINESS**

# **Resolution 1**





# RESOLUTION 2024-02-28 (1)

**Date:** February 28, 2024

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Contract Amendment to Increase Funds for Gordon, Thomas, Honeywell Legal Services Contract

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*This resolution is to approve Tacoma Housing Authority's (THA) Executive Director to execute an amendment that increases funds for the Gordon Thomas Honeywell legal contract.*

## BACKGROUND

THA issued a Request for Proposal (RFP) on August 10, 2020, for legal services.

On January 29, 2021, THA issued a Notice to Award the contract to Gordon Thomas, Honeywell (GTH).

THA executed a contract with GTH on February 19, 2021. The contract term was for three years and included two options to extend for a period of one year each. The contract was for \$50,000.00.

THA has expended \$151,495.68. That created an overage of \$101,495.68.

THA recommends executing a contract amendment that increases the contract value to \$300,000.00. This will allow THA to satisfy the deficit and have funding available for their continued services through their first option to renew which will expire on February 19, 2025.

## RECOMMENDATION

Approve Tacoma Housing Authority's Executive Director to sign an Amendment with Gordon, Thomas, Honeywell for an additional \$250,000.00 to continue to use their services.



**RESOLUTION 2024-02-28 (1)**

(Executive Director Approval to Execute a Contract Amendment to Increase Funds for Gordon, Thomas, Honeywell Legal Services Contract)

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

**WHEREAS**, in compliance with Tacoma Housing Authority's procurement policy, THA issued an RFP for Legal Services; and

**WHEREAS**, THA issued a Notice to Award to Gordon, Thomas, Honeywell; and

**WHEREAS**, THA entered into a contract with Gordon, Thomas, Honeywell for \$50,000.00; and

**WHEREAS**, THA recommends executing a contract Amendment for \$250,000.00 increasing the total value to \$300,000.00; now, therefore, be it

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

Approve THA's Executive Director to execute a contract amendment with Gordon, Thomas, Honeywell for an additional \$250,000.00.

**Approved: February 28, 2024**

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**Dr. Minh-Anh Hodge, Chair**

# **Resolution 2**



## RESOLUTION 2024-02-28 (2)

**Date:** February 28, 2024

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Approval to Executive a New Unarmed Security Contract – Seattle’s Finest

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*This resolution would authorize Tacoma Housing Authority’s (THA) Executive Director to negotiate and, if those negotiations are successful, to award a contract to Seattle’s Finest for unarmed security services at THA’s housing developments in an amount not to exceed \$200,000.*

### BACKGROUND

On September 27, 2023, the Board Authorized THA’s Executive Director to negotiate a contract with a new vendor for unarmed security services (Resolution: 2023-09-27 (4)).

- On July 18, 2023, THA released an RFP soliciting unarmed security services.
- THA received seven (7) proposals by the August 9, 2024, deadline.
- Three (3) firms were selected for interviews in August. These firms included Pacific Security, Safe and Sound Security and Seattle’s Finest.
- Two (2) firms were selected for final interviews in September. These firms included Pacific Security and Seattle’s Finest.
- A final decision was made in October to execute a contract with Pacific Security.

The selected vendor is not currently meeting THA’s needs, and staff are working to address the concerns. If THA’s concerns cannot be resolved, THA seeks to be prepared to terminate its contract with Pacific Security and to contract with another provider. THA may seek to negotiate a contract with the next proposer in turn as reflected in the RFP evaluation process. The next proposer is Seattle’s Finest.

## RECOMMENDATION

Approve Resolution 2024-02-28 (2) authorizing THA's Executive Director to negotiate, and if those negotiations are successful to award a contract to Seattle's Finest for unarmed security services at THA's housing developments in an amount not to exceed \$200,000. If those negotiations are not successful, the Executive Director is authorized to negotiate and, if those negotiations are successful, to award a contract to the next proposer in turn as reflected in the RFP evaluation process.



## **RESOLUTION 2024-02-28 (2)**

(Approval to Execute a New Unarmed Security Contract – Seattle’s Finest)

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

**WHEREAS**, Tacoma Housing Authority issued a Request for Proposal (RFP) for unarmed security services on July 18, 2023; and

**WHEREAS**, THA received and scored seven (7) proposals; and

**WHEREAS**, The top 3 proposers were interviewed in person; and

**WHEREAS**, The top proposers were interviewed virtually; and

**WHEREAS**, After the final interview process, Pacific Security was the overall top scoring responsive proposer and THA contracted for their services; and

**WHEREAS**, After onboarding the vendor, Pacific Security is not meeting the unarmed security needs of the agency;

**WHEREAS**, THA may terminate its contract and may reach out to the next proposer in turn as reflected in the RFP evaluation process; now, therefore, be it

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

*Tacoma Housing Authority’s (THA) Executive Director is authorized to negotiate and, if those negotiations are successful, to award a contract to Seattle’s Finest for unarmed security services at THA’s housing developments in an amount not to exceed \$200,000. If those negotiations are not successful, the Executive Director is authorized to negotiate and, if those negotiations are successful, to award a contract to the next proposer in turn as reflected in the RFP evaluation process.*

**Approved: February 28, 2024**

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**Dr. Minh-Anh Hodge, Chair**