



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

July 28, 2021



**Tacoma
Housing
Authority**

Executive Director
April Black

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

REGULAR MEETING **Board of Commissioners**

WEDNESDAY, JULY 28, 2021

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, July 28, 2021, at 4:45 pm** via Zoom.

<https://us02web.zoom.us/j/88622452183> / Meeting ID: 886 2245 2183 / 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 July 21, 2021, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

City of Tacoma	747 Market Street Tacoma, WA 98402 CityClerk@cityoftacoma.com	fax: 253-591-5300
Northwest Justice Project	715 Tacoma Avenue South Tacoma, WA 98402	fax: 253-272-8226
KCPQ-TV/Channel 13	1813 Westlake Avenue North Seattle, WA 98109	tips@q13fox.com
KSTW-TV/CW 11	2211 Elliott Avenue, Suite 200 Seattle, WA 98121	
Tacoma News Tribune	1950 South State Tacoma, WA 98405	

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

Sha Peterson
Executive Administrator



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

July 28, 2021, 4:45 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/88622452183> / Meeting ID: 886 2245 2183 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of June 11, 2021—Special Session
 - 3.2 Minutes of June 23, 2021—Regular Meeting
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
 - 1.1 Real Estate Development Committee
 - 2.1 Finance Committee
 - 3.1 Community Partnerships Committee
 - 4.1 Education Committee
 - 5.1 Diversity, Equity, and Inclusion Committee (no regular meeting)
6. **COMMENTS FROM THE EXECUTIVE DIRECTOR**
7. **ADMINISTRATION REPORTS**
 - 7.1 Finance
 - 7.2 Client Support and Empowerment
 - 7.3 Rental Assistance
 - 7.4 Property Management
 - 7.5 Real Estate Development
8. **NEW BUSINESS**
 - 8.1 2021-07-28 (1) Emergency Housing Vouchers Services Contract
 - 8.2 2021-07-28 (2) Purchase of IT Equipment
 - 8.3 2021-07-28 (3) Acting Executive Director Authorization
9. **COMMENTS FROM THE COMMISSIONERS**
10. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES SPECIAL SESSION FRIDAY, JUNE 11, 2021

The Commissioners of the Housing Authority of the City of Tacoma met in Special Session on June 11, 2021, at 1:00 pm via Zoom to discuss Executive Director Recruiting and Selection.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 1:15 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith	
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
Commissioner Pastor Michael Purter	
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Administrator	
	April Black, Deputy Executive Director
	Rich Deitz, Interim Finance Director
Lorraine Viers, Human Resources Director	
	Frankie Johnson, Property Management Director
	Roberta Schur, Interim Real Estate Development Director
	Sandy Burgess, Administrative Services Director
	Julie LaRocque, Rental Assistance Director
	Cacey Hanauer, Client Support and Empowerment Director

Chair Rumbaugh declared there was a quorum present @ 1:16 pm and proceeded.

3. SUMMARIZE SCOPE OF SERVICES

Executive Search Consultant, Stan Quy from The Organizational Leadership Edge (TOLE) will work closely with Human Resources (HR) and collect applications and speak with the sub-committee. Once qualifications are ranked, there will be 5-6 candidates to interview. The Board is able to raise questions and reduce the number of candidates. Commissioners are to contact Chair Rumbaugh directly for questions or concerns. Chair Rumbaugh confirmed the sub-committee members being himself and Commissioner Derek Young. Quy will write up a summary and bring recommendations to the full board. Initial interviews will be by Zoom and the same venue will be used for every candidate. Final candidates would be brought in for in-person interviews with the full board, will have a tour of the property, and possibly staff focus group and community stakeholders' forums.

4. REVIEW THE DRAFT POSITION ANNOUNCEMENT

- 8 years of progressively responsible experience
- Board will have flexibility
- Compensation for position range \$192,600-\$308,200
- Selected ED will establish residency in Tacoma
- Initial group of applications will be reviewed to determine if additional applications are needed

5. REVIEW THE MARKETING/OUTREACH PLAN

A flyer will be circulated that will interest people in the community and excite them of the opportunity. It will contain some information about the agency. There are 3 national organizations to post with: NAHRO (regional and state level), LinkedIn (Quy's) and Michael's list, and NEOGOV, as well as THA's website. Quy will be at conferences and will bring brochures with him. THA will not do newspaper advertising

6. SUMMARIZE THE BOARD SURVEY RESULTS

Commissioners responded with their survey comments about the ideal candidate ahead of the special session. The information collected was useful to the board in developing and agreeing upon the ideal candidate profile up front to ensure an efficient and effective search.

7. REVIEW AND REFINE THE DRAFT IDEAL CANDIDATE PROFILE

The group reviewed the ideal candidate profile and agreed this was reflective of what they were looking for.

8. COMMUNITY/STAFF ENGAGEMENT IN THE PROCESS

The board provided their thoughts about having staff and community input. The staff and community focus groups will meet with candidates and share with the board their thoughts on the candidates. Quy will discuss suggestions from the sub-committee to send to the full board.

9. OTHER COMMENTS OR QUESTIONS

The Board thanked Quy for his time and effort for the search for THA's next Executive Director. The position will be advertised through July 19 or longer depending on the number of qualified applications received.

10. ADJOURNMENT

There being no further business to conduct, the meeting ended at 2:07 pm.

APPROVED AS CORRECT

Adopted: July 28, 2021

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JUNE 23, 2021

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 pm on Wednesday, June 23, 2021.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:51 PM.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith	
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
	Commissioner Pastor Michael Purter
Staff	
Michael Mirra, Executive Director	
Sha Peterson, Executive Administrator	
April Black, Deputy Executive Director	
Rich Deitz, Interim Finance Director	
Lorraine Viers, Human Resources Director	
Frankie Johnson, Property Management Director	
Kathy McCormick, Real Estate Development Director	
	Sandy Burgess, Administrative Services Director
Julie LaRocque, Rental Assistance Director	
Cacey Hanauer, Client Support & Empowerment Director	

Chair Rumbaugh declared there was a quorum present @ 4:52 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, May 26, 2021.

Commissioner Young moved to adopt the minutes. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

Chair Rumbaugh had an emergency at the last meeting but noted that Commissioner Young and Deputy Executive Director Black were both in attendance. The committee discussed potential properties coming to market, Highland Court and use of condemnation authority. They also spoke about Michael's Plaza and what can and cannot be done with that complexity and scale. Finally, the committee talked about Hilltop Lofts and the structure of the property (on the agenda this evening). The committee will have monthly meetings.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee did not meet.

Education Committee—Vice Chair Smith, Commissioner Hodge

The committee met on June 11th and discussed two issues—staff proposing new rules to the Children's Savings Account that would affect students who enroll after December 2020 and talked about issues with the College Housing Assistance Program and Housing Opportunity Program. The evaluation report was sent out and there are a lot of complications. The committee proposes extending time limits until September 20, 2023, and to consider additional subsidies and reducing educational requirements. THA has not been successful in getting population of college to access vouchers due to various issues. The committee will come back in July for a full report and recommendation. The committee will likely propose pausing time limits and look at traditional income based subsidies. "Katie, April and Cacey did a great job and worked very hard in putting the proposal together," commented Commissioner Hodge.

Citizen Oversight Committee—Vice Chair Smith, Commissioner Purter

The committee did not meet but is scheduled to meet in July.

Diversity, Equity and Inclusion Committee—Vice Chair Smith, Commissioner Hodge

The committee did not meet.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) Michael Mirra directed the board to his report. The first resolution that will be presented will address the proposal to suspend the time limits for the programs Commissioner Hodge mentioned. This is ED Mirra's last meeting, and his board report is a memo noting the exciting future for THA. He thanked the board and staff. "Working for the commissioners has been a privilege of my life." His contribution was his job to study the case of the work to understand it and make a case to a variety of people. It took him a while to understand that it was actually a good fit for what THA needed and what he was good for. "The commissioners took a bet on me, and I am grateful," added ED Mirra. He thanked the commissioners and his colleagues. Chair Rumbaugh remembers that after the first failed HOPE VI application in 1997 is when his relationship with ED Mirra started. He became an admirer of ED Mirra's advocacy. "He served two years as general counsel before hiring him as Executive Director," commented Chair Rumbaugh. Chair Rumbaugh considers his collaboration with ED Mirra all these years to be the greatest collaboration of his life. "I can't thank you enough. Thank you." Chair Rumbaugh added that ED Mirra has given the City of Tacoma the greatest show on earth. "On behalf of the commissioners and staff, thank you."

Vice Chair Smith noted that since she met ED Mirra in 2017, he has definitely showed her that he is a leader, and a patient one. It has been an honor to learn about THA under his leadership. She found ED Mirra to be a friend, someone who really does listen. He cares for people, and it means the world to her. When she was given the opportunity to be on the board, he made the room so calm, which showed a lot. "Michael, you will be greatly missed. You continue to be an advocate to the community. Thank you, Michael!"

Commissioner Hodge stated that ED Mirra just said that he doesn't know why the commissioners hired him for the job because he was not great about real estate development, finance, etc. and yet he was able to shuffle THA as one of the best assets for the community because of his leadership skills. For her he is a giant and will be in history as a legend. ED Mirra, according to Commissioner Hodge is not only a leader. He treats everyone with respect, and it shows in the way he interacts with her and staff. He has an effective way in supporting and advocating for his staff. He hired, sustained and nurtured great talents. She hopes ED Mirra would continue to be in touch even after his retirement. She appreciates the time spend with ED Mirra.

Commissioner Young echoes what others have said with the impact of what ED Mirra has done. "It has been an absolute pleasure working with you," he stated. He added that ED Mirra has an oversized influence on his life. He kept running into ED Mirra at events, one being twelve years ago. ED Mirra asked him to go to a meeting with him

and hours later asked him to join the THA board. His involvement in the community continues and he believes ED Mirra will continue to influence him. “Thank you for everything you’ve done.”

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Interim Director Rich Deitz stated that ED Mirra never questioned the motives, which is not always something you see in ED Mirra’s role. He always knew he was coming from a good place.

He directed the board to the finance report. Finance expects the auditors to come next month. Staff are trying to catch up from the audit. Staff are starting to see rising expenses which it is expected. For Cash Position, in April THA received \$3.3M from Housing and Urban Development (HUD) which is part of the 2020 appropriation. Total THA cash is \$26M, up \$2M from last month. For the first time this year, THA has Moving to Work (MTW) cash balance which is just over a million. THA Unencumbered is at \$8.8M. Chair Rumbaugh mentioned that unencumbered is close to \$9M and total MTW is \$16M. He worries about a sweep from HUD and asked if senior staff to get a handle on what type of monies are coming directly from HUD, identify what it takes to dispersal of those funds. “We don’t want funding opportunities to pass us by.”

Ken Shalik noted this bitter moment. He has been at THA for thirteen years. When he met ED Mirra, his legal skills came out right away. The tenacity he showed when he met him is the tenacity he has as Executive Director. Shalik did not know anything about THA until he saw the advertisement and knew it was a place he wanted to be. He saw ED Mirra’s commitment to the agency and that he really cared. He cannot say enough about ED Mirra as a boss and coworker. He doesn’t know anywhere else where you see someone single handedly transform a community. It has been a great way for him to end his career to work in an agency like THA and have ED Mirra as the executive director of the agency. He did not expect ED Mirra to leave before him. He will miss him and hopes to maintain contact with him as a friend. He knows ED Mirra will continue to make an impact.

Commissioner Hodge moved to ratify the payment of cash disbursements totaling \$6,173,886 for the month of May 2021. Commissioner Young seconded.

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion Approved.

Policy, Innovation and Evaluation

Policy, Innovation and Evaluation (PIE) Interim Director Katie Escudero directed the board to her report. PIE has a new data analyst on the team, Daniel. PIE submitted the MTW report which is included in the board packet. THA had a virtual visit from HUD earlier this month, which was more informal. Interim Director Escudero highlighted the CHAP evaluation, which is a third-party evaluation. There are a few restrictions. They are studying a limited population. Only one quarter who applied were able to secure housing. There are people exiting the program for various reasons. They are also seeing disparities in the program. The data is preliminary. There will be a more robust report coming to the board. THA also brought on Housing Connector which will help with landlord relationships and direct outreach to landlords. According to Chair Rumbaugh the Department of Corrections' secretary changed, but he has yet to meet that person. When THA started the DOC set asides, Chair Rumbaugh's thought was that it would work nicely with Tacoma Community College (TCC). There are programs in DOC that would allow early release for individuals who will go to community college for job skills acquisition. Chair Rumbaugh thinks THA should broaden the scope to disperse the area where people can look. Direct partnership with DOC allows THA to broaden who it serves.

Client Support and Empowerment

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. Director Hanauer has been THA for three years and one of the best compliments she can give to anybody is that she has learned from them. She has learned so much from ED Mirra—how to set-up any argument, frame conversations from nay sayers to supporters, that good timed humor helps, and if you are going to punch it helps to look like Mr. Rogers. “You’ve done a lot for THA but failed making Brooklyn Queens day into a holiday.” She has learned more from ED Mirra than any human in her whole career, and she is grateful for having had that opportunity. “Thank you for everything.”

Mariya Yakimenko will be retiring from THA. Director Hanauer is really grateful to have worked with her. She made the CSE team better. She has been a force! One staff is changing positions, there is one new hire, and one position has been posted. The team is deep in strategic planning and heavy into summer programs planning. Chair Rumbaugh asked what THA has accomplished in asking clients to get vaccinated. According to Director Hanauer THA had clinics at the properties for a long time. Staff are working hard to make sure people are vaccinated. She is meeting with the Emergency Operations Committee on Monday to get the green light to start bringing programs back on site.

Rental Assistance

Rental Assistance (RA) Interim Director Aley Thompson directed the board to her report. According to her the RA team sends their appreciation and well wishes for ED Mirra. They appreciate his leadership and vision. Interim Director Thompson has

learned valuable lessons from ED Mirra; negotiating with legislatures has helped with negotiations with landlords and her team. “You will be missed but rest assured that your memory will persist at THA.” Cathy Forslund, a lead housing specialist retired after ten years of service. RA found a way to celebrate her contributions virtually. RA almost has entirely new office assistants and welcome Fernando Ruiz. The other primary preoccupation for RA is planning for Emergency Housing Vouchers (EHV). They come with funding from HUD for services that will help folks find housing. The vouchers will be accessed through Coordinated Entry system. RA hopes to utilize EHV quickly to have an opportunity to ask for more. The vouchers are not time limited, but allocation is. After September 2023, they cannot be reissued. Funding is for housing locator system to help folks secure a unit. As the end of the eviction moratorium nears, RA staff have been preparing to begin accepting and communicating with landlords. Interim Director Thompson just heard that the governor will announce an extension tomorrow. If the moratorium is extended, it may help stabilize more folks. Staff have been in communication with tenants. Staff will watch the press conference tomorrow and plan to respond to it. RA has been educating folks about resources. When an eviction moratorium lifts, RA will adjust operations to be more lenient to work with folks, engaging tenants with repayment agreement. As of this week, inspectors have headed back out for inspections. Chair Rumbaugh inquired about the 101.8% utilization and wondered if THA has a budget shortfall. “How are we under budget and over utilized”? RA staff recently had a meeting with HUD regarding utilization. According to Interim Director Dietz, THA anticipated that average Housing Assistance Program (HAP) will be going up and that has not incurred. THA budgeted for rent moratorium to end, but that has not happened. According to Director Johnson, THA is 100% leased up at the Rise. Chair Rumbaugh asked how voucher utilization is allocated at 56 with 46 units leased and 10 not leased. According to Interim Director Thompson, there is an issue with the chart that will need to be adjusted.

Property Management

Property Management (PM) Director Frankie Johnson directed the board to her report. “It is pretty amazing when you see someone who everyone loves, and everyone speaks highly of and that is who ED Mirra has been for THA.” When she first shared with her team that ED Mirra would be retiring, it was a huge impact. ED Mirra sends a personal birthday card to every employee. The most important thing for Director Johnson is the way ED Mirra made each of them feel. “Thank you for the advocacy, partnership and leadership.”

THA continues to enjoy 99% occupancy which is hard to do. As Interim Director Thompson mentioned, a lot of work has been going on in the background in preparation for the eviction moratorium ending. The PM team has been preparing for this for a long time and will continue to adjust and pivot as needed. Staff have been working on staring in-unit inspection beginning July. Routine work orders were put on hold in February last year but continue to hover around 500+ per month. Director Johnson acknowledged her team for the hard work they are doing in difficult circumstances. Another way of acknowledging her staff who go the extra mile is with

the GEM award. Cindy Bergee, Steve Couch, David Doty and Tiffany Price recently received the award.

Real Estate Development

Real Estate Development (RED) Interim Director Roberta Schur directed the board to her report. She agrees with everything said about ED Mirra. When she introduced ED Mirra's retirement to her team, there was silence and people were in shock. ED Mirra always had a lot of questions, but at the end of the day he always had the team's back and supported the development they did even out of the box ones. One criticism of him is his taste in baseball and pizza.

The RED team is making sure THA is ready to go after federal funds. They have a 5-year plan and looking at projects and funds that match those projects. There is a resolution tonight on Hilltop Lofts which needs to be updated. Previously, THA was going to be a special member with LLC but ran into some issues. The resolution will update THA's role in that project.

Director McCormick has had time to reminisce with ED Mirra. She has worked with a lot of people in her career, but not with one who has a lot of guts like ED Mirra. "You have to be brave for the agency." She has not worked with someone authentically charismatic. His combination of guts and charisma has helped THA succeed, according to Director McCormick.

8. NEW BUSINESS

8.1 RESOLUTION 2021-06-23 (1) (Continued Moratorium on Time Limit End of Participation Program Exits, Transition to Income-Based Rent Calculation, and Suspension of Non-Housing Related Program Requirements)

WHEREAS, THA has four time-limited rental assistance programs: Housing Opportunity Program (HOP), Child Housing Opportunity Program (CHOP), tenant-based College Housing Assistance Program (CHAP) and Family Unification Program Youth (FUPY); and

WHEREAS, Two of which have non-housing related program requirements: Child Housing Opportunity Program (CHOP) and tenant-based College Housing Assistance Program (CHAP); and

WHEREAS, Each time-limited program has participants scheduled to reach the end of their program participation before September 30, 2023; and

WHEREAS, Program participants have been significantly impacted by the COVID-19 pandemic and need longer term rental assistance with no non-housing related requirements through September 30, 2023; now, therefore, be it

Resolved by the Board of Commissioners of the Housing Authority of the City Of Tacoma, Washington, that:

THA's Executive Director is authorized to revise and implement the COVID-19 Executive Action 12.2 allowing for a continued moratorium on time limit-driven program exits and suspension of non-housing related program conditions.

Comment: Director Black met ED Mirra at a HOPE VI meeting. When she got pregnant, ED Mirra made sure she took care of her baby and become a great mom first. The reason she has incredible colleagues is because they wanted to work for Michael and THA.

According to Chair Rumbaugh, after five years of this kind of subsidy, the thousands of people pressed against the glass waiting for their turn for subsidy are still out there. He does not see how people get to hold on to their vouchers forever, and his not in favor of it. Vice Chair Smith favors the resolution due to the pandemic and life situations. Director Black feels it is highly likely that enforcing time limit will lead to people to return to homelessness. Staff have less appetite to terminate households who have not done anything wrong in favor of taking people off the waitlist. Commissioner Young is not convinced the pandemic is a one-off thing. "If we have a situation now, we will have another situation later. It is going to force the hard conversation of what we want to do. 2023 is a long way out." Commissioner Young is worried there will be something else and that this is the new normal. Vice Chair Smith agrees that this will be the new normal and to move forward THA needs to plan. What support to offer families. Commissioner Hodge supports the resolution and feels people need time to get adjusted to the normal routine. She understands that many people have been waiting for a long time, but the pandemic happened. Chair Rumbaugh supports an amended termination of December 2022. The rest of the commissioners agreed extending it through next year as a compromise. According to ED Mirra the extension of time limit does not relieve the work to make the CHAP program better.

Chair Rumbaugh supports an amended termination through December 30, 2022. Commissioner Young motioned to approve the resolution. Vice Chair Smith seconded the motion. As amended to extend through December 30, 2022

AYES: 4
NAYS: None
Abstain: None
Absent: 1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

8.2 RESOLUTION 2021-06-23 (2)
(Power of Eminent Domain for Acquisition of Affordable Housing)

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

Whereas, There is a critical shortage of modestly priced rental housing in the City of Tacoma; and

Whereas, Time is of the essence as THA has secured funding for equity and is willing and able to use THA resources to supplement those funds; and

Whereas, Sellers are made aware of the advantages of selling to a Public Housing Authority pursuant to condemnation (aka the exercise of the power of eminent domain) or purchase in lieu thereof. These include favorable real estate excise tax treatment and the possibility of deferring gain pursuant to Internal Revenue Code Section 1033; and

Whereas, All acquisitions by condemnation or purchase in lieu thereof will be subject to further board resolutions of necessity and final board approval; now, therefore, be it

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

Subject to further board resolutions of necessity and final board approval, THA is authorized to acquire multifamily housing by condemnation or by negotiated purchase in lieu thereof.

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

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

8.3 RESOLUTION 2021-06-23 (3)
(Acquisition of the North Highland Court Apartments by Condemnation or Negotiated Purchase in Lieu Thereof)

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

Whereas, there is a critical shortage of modestly priced rental housing in the City of Tacoma; and

Whereas, the Housing Authority of the City of Tacoma (“THA” or “the Housing Authority”) is charged with addressing pursuant to its mission of providing quality affordable housing opportunities equitably distributed within the City of Tacoma; and

Whereas, it is a goal of local government and the Housing Authority to further fair housing in the region affirmatively, in part through preservation of existing affordable housing opportunities in areas with significantly appreciating housing costs; and

Whereas, North Highland Court Apartments (the “Property”) is a 35-unit apartment complex located at 3015 N Highland Street, Tacoma, Washington, in an area of Tacoma where rents are increasingly unaffordable to low-income households; and

Whereas, RCW 35.82.070(2) provides, in part, that a housing authority shall have the power to acquire housing projects within its area of operations, and RCW 35.82.070(5) authorizes a housing authority to acquire real property by exercise of the power of eminent domain or by purchase in lieu of exercise of the power of eminent domain; and

Whereas, acquisition of the Property by the Housing Authority will serve the mission of the Housing Authority and the housing goals of the region through an approach that is considerably less expensive than constructing the same number of new housing units; now, therefore, be it

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

Section 1: Acquisition of the Property by the Housing Authority is necessary to preserve and provide housing for persons of low income that is equitably distributed in various areas of its operations.

Section 2: The Board of Commissioners hereby authorizes the Executive Director (i) to give notice to the current owner of the Property of the Housing Authority’s intention to acquire the Property by eminent domain if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation and purchase in lieu of condemnation; and (ii) subject to the terms below, to acquire the Property by condemnation through exercise of the Housing Authority’s power of eminent domain, if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation with and purchase from the owner in lieu of condemnation.

Section 3: The Executive Director is hereby vested with the authority, and with discretion in the exercise of such authority, to negotiate the terms of an agreement to purchase for the Property at a price of approximately Five Million Dollars (\$5,000,000) and to pay into the purchase escrow the earnest money deposit for the purchase of the Property.

Section 4: If the Executive Director is successful in negotiating the terms of an agreement for the purchase of the Property, then the Executive Director is authorized and directed to execute the same. Following reviewing the results of inspection of the Property and other due diligence, and prior to any earnest money becoming nonrefundable to the Housing Authority, the Executive Director shall make a recommendation to the Board of Commissioners as to whether to proceed with closing the purchase of the Property. If the Executive Director recommend proceeding and the Board of Commissioners approves of the same, then the Executive Director shall be authorized to take any and all actions necessary to close on the purchase of the Property on the terms approved by the Board of Commissioners.

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

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

8.4 RESOLUTION 2021-06-23 (4)
(Authorized Signers for Financial Institution Accounts)

WHEREAS, The Director of Finance and the Executive Director will no longer be in their respective roles as of July 5th, 2021. With these staffing changes, THA needs a resolution changing the authorized signatures for its accounts at its various financial institutions; and

WHEREAS, This resolution does that and replaces Resolution 2020-09-08 (3), which had authorized previous officers as signers; and

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

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

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

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

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

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

Stanley Rumbaugh	Chair _____
Shennetta Smith	Vice Chair _____
April Black	Executive Director _____
Richard Deitz	Director of Finance _____
Duane Strom	Comptroller _____

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

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

Be it further resolved that this resolution will come into effect on July 5, 2021.

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

Upon roll call, the vote was as follows:

AYES: 4
NAYS: None
Abstain: None
Absent: 1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

8.5 RESOLUTION 2021-06-23 (5)
(Approval of Extending Collective Bargaining Agreement with OPEIU)

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

Whereas, The collective bargaining agreement (CBA) between the Housing Authority of the City of Tacoma (THA) and the Office and Professional Employees International Union, Local 8 (OPEIU) will expire on June 30, 2021; and

Whereas, OPEIU gave timely notice to THA to reopen negotiations for a new CBA; and

Whereas, THA and OPEIU have not have the opportunity to begin negotiations; and

Whereas, THA and OPEIU have reached an agreement to extend the existing CBA for one year; and

Whereas, OPEIU has signed the attached MOU; now, therefore, be it

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

1. Extend the current Collective Bargaining Agreement with the Office and Professional Employees International Union, Local 8 through June 30, 2022.
2. Allow the continuance of salary increases for all-staff which has been allowed for the past three years. In summary, allow:
 - A 3% across-the-board increase process in July 2021.
 - A 2% budget for the Variable Pay budget for 2021/2022.
3. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

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

Upon roll call, the vote was as follows:

AYES: 4
NAYS: None
Abstain: None
Absent: 1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

**8.6 THA BOC Resolution 2021-06-23 (6)
(Replacement Omnibus Resolution for Hilltop Lofts)**

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF TACOMA, authorizing the Authority to withdraw as investor member of Hilltop Lofts Housing, LLC; authorizing the lease of Authority property to Hilltop Lofts Housing,

LLC; approving the execution and delivery of documents relating to Hilltop Lofts Housing, LLC, the ground lease, and otherwise in connection with the development of the Hilltop Lofts housing project; repealing Resolution No. 2021-04-28(4); and determining related matters.

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF TACOMA as follows:

Section 1. Recitals and Findings. The Board of Commissioners (the “Board”) of the Housing Authority of the City of Tacoma (the “Authority”) finds and determines that:

(a) Statutory Authorization. The Authority is authorized by the Housing Authorities Law (chapter 35.82 RCW) to, among other things: (i) “make and execute contracts and other instruments, including but not limited to partnership agreements” (RCW 35.82.070(1)); (ii) “delegate to one or more of its agents or employees such powers or duties as [the Authority] may deem proper” (RCW 35.82.040); and (iii) “prepare, carry out, acquire, lease and operate housing projects; to provide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof” (RCW 35.82.070(2)). The phrase “housing project” is defined by RCW 35.82.020 to include, among other things, “any work or undertaking . . . to provide decent, safe and sanitary urban or rural dwellings, apartments, mobile home parks or other living accommodations for persons of low income.” The Uniform Electronic Transactions Act (chapter 1.80 RCW) provides that each governmental agency of the State of Washington “shall determine whether, and the extent to which, a governmental agency will send and accept electronic records

and electronic signatures to and from other persons and otherwise create, generate, communicate, store, process, use and rely upon electronic records and electronic signatures” (RCW 1.80.170(1)).

(b) The Company. Horizon Housing Alliance, a California nonprofit public benefit corporation (the “Sponsor”) formed Hilltop Lofts Housing, LLC (the “Company”) by filing a Certificate of Formation with the Secretary of State of the State of Washington on January 13, 2020. Pursuant to an Operating Agreement for Hilltop Lofts Housing, LLC dated as of January 21, 2020 (the “Original Operating Agreement”), Hilltop Lofts Manager, LLC (the “Manager”), a Washington limited liability company of which the Sponsor is the sole member and manager, is the managing member of the Company, and the Authority is the initial investor member of the Company. Wells Fargo Affordable Housing Community Development Corporation (or one or more of its affiliates) (collectively, the “Investor”) is willing to be a special investor member in the Company and to make capital contributions to the Company if the Authority relinquishes its investor member interest. In connection with the admission of the Investor as a special investor member, it is necessary to amend and restate the Original Operating Agreement, and to execute and deliver certain other agreements, certificates and documents relating to the Company and the Project (as defined below).

(c) The Project. The Sponsor formed the Company to finance the acquisition, construction, and equipping of an approximately 57-unit residential rental project located in the vicinity of 1120 to 1124 Martin Luther King Way, in Tacoma, Washington (the “Project”). The Authority owns the fee simple interest in the land on which the Project is to be located. To facilitate the Borrower’s development of the Project, the Authority will lease its interest in the land on which the Project is to be located to the Borrower, and will encumber the Authority’s fee interest with certain regulatory covenants and use restrictions. The land lease and real property encumbrances are necessary to support the poor and infirm, are important for the feasibility of the Project, and are necessary to enable the Authority to carry out its powers and purposes under the Housing Authorities Law.

Section 2. Approval of Transaction Documents. The Authority’s Executive Director, the Chair of the Board, and their respective designees (each, an “Authorized Officer” and, collectively, the “Authorized Officers”), and each of them acting alone, are authorized and directed to execute, deliver and, if applicable, file (or cause to be executed and delivered and, if applicable, filed) on behalf of the Authority (i) those documents listed in Exhibit A (collectively, the “Transaction Documents”) in such forms as any Authorized Officer may approve (with the understanding that an Authorized Officer’s signature on a Transaction Document shall be construed as the Authority’s approval of such Transaction Document); and (ii) any other documents reasonably required to be executed by the Authority to carry out the transactions contemplated by the Transaction Documents. The Authorized Officers (and each of them acting alone) are further authorized and directed to take any other action and to execute such other documents as may be required to be taken or executed by the Authority under the provisions of or as

necessary to carry out the transactions contemplated by the Transaction Documents (including the amendment of any such documents if necessary to further the purposes thereof or resolve ambiguities therein).

Section 3. Approval of Ground Lease and Real Estate Encumbrances.

In furtherance of its statutory authority to provide decent, safe and sanitary living accommodations for persons of low income, the Authority is authorized to (i) lease to the Borrower, for a term not exceeding 76 years, the land on which the Project is to be located; (ii) encumber the Authority's interest in the Project and the land on which it is to be located (including its fee interest therein) pursuant to certain covenant agreements, regulatory agreements, extended use agreements, and other similar encumbrances; and (iii) encumber the Authority's interest in property adjacent to the land on which the Project is to be located with certain easements necessary or desirable for the construction and operation of the Project (the documents referred to in subsections (i), (ii), and (iii) are collectively referred to as the "Real Estate Documents"); provided, however, the foregoing authorization does not include any encumbrance that provides the grantee or beneficiary the right or potential right to foreclose on (whether by judicial foreclosure, non-judicial foreclosure, deed in lieu, or otherwise), terminate, or otherwise vacate by

any means all or any portion of the Authority's interest in such land, improvements, or property.

Section 4. Authority Regarding Membership Interests. The Authority is authorized to relinquish its investor member interests in the Company.

Section 4. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are authorized on behalf of the Authority to: (i) determine that any document authorized by this resolution is, at the time such document otherwise would be executed, no longer necessary or desirable and, based on such determination, cause the Authority not to execute or deliver such document; (ii) execute and deliver and, if applicable, file (or cause to be delivered and/or filed) any government forms, applications, affidavits, certificates, letters, documents, agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein; and (iii) notwithstanding any other Authority resolution, rule, policy, or procedure, to create, accept, execute, send, use, and rely upon such tangible medium, manual, facsimile, or electronic documents, records and signatures under any security procedure or platform, as in such Authorized Officer's judgment may be necessary or desirable to give effect to this resolution and to consummate the transactions contemplated herein.

Section 5 Execution of Duties and Obligations. The Board authorizes and directs the Authority's Executive Director to cause the Authority to fulfill the Authority's duties and obligations under the Transactions Documents.

Section 6. Acting Officers Authorized. Any action authorized or required by this resolution to be taken by the Authority's Executive Director may, in such person's absence, be taken by the acting Executive Director of the Authority.

Section 7. Changes to Titles or Parties. While the titles of and parties to the Transaction Documents may change, no change to such titles or parties shall affect the authority conferred by this resolution to execute, deliver, file (if required), enforce and perform the documents in their final form.

Section 8. Ratification and Confirmation. All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution (including, without limitation, the Authority's actions in connection with the formation of the Company and the execution of the Original Operating Agreement) are ratified and confirmed.

Section 9. Repeal of Resolution No. 2021-04-28(4). Resolution No. 2021-04-28(4) of the Authority, adopted April 28, 2021, is hereby repealed

Section 10. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the City of Tacoma at an open public meeting held on June 23, 2021.

HOUSING AUTHORITY OF THE CITY
OF TACOMA

Chair, Board of Commissioners

ATTEST:

Executive Director

Exhibit A
Transaction Documents

Company Documents

- Amended and Restated Operating Agreement by and among the Authority, as withdrawing investor member, the Managing Member, and the Investor; and
- Right of First Refusal, Purchase Option Agreement among the Sponsor, the Authority, the Company, the Managing Member, and the Investor.

Commerce Document

- Low Income Housing Covenant Agreement made by the Company and the Authority for the benefit of the Department of Commerce, a department of the State of Washington.

HUD Documents

- Agreement to Enter into Housing Assistance Payment Contract between the Authority and the Company;
- Housing Assistance Payment Contract between the Authority and the Company; and
- Rider to Agreement to Enter into Housing Assistance Payments Contract and Housing Assistance Payment Contract between the Authority and the Company.

Real Estate Documents

- Regulatory Agreement (Extended Use Agreement) relating to the Project among the Washington State Housing Finance Commission (the “Commission”), the Authority and the Company;
- Ground Lease Agreement between the Authority and the Company;
- Memorandum of Ground Lease between the Authority and the Company;
- Priority and Subordination Agreement (Hilltop Lofts) among the Company, the Sponsor, the Department of Commerce, Tacoma Community Redevelopment Authority, Pierce County, Wells Fargo Bank, National Association, the Authority, the Commission, and Darin Davidson;
- Restated and Amended Declaration of Covenants and Conditions among the City of Tacoma, the Company, and the Authority;
- Parking Easement Agreement between the Authority and the Company; and
- One or more easement agreements pertaining to utility access.

CERTIFICATE

I, Michael Mirra, the duly chosen, qualified and Executive Director of the Housing Authority of the City of Tacoma (the “Authority”) and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution 2021-06-23 (6) (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on June 23, 2021 (the “Meeting”), and duly recorded in the minute books of the Authority;
2. That in accordance with RCW 43.06.220, and the Proclamations of the Governor of the State of Washington, as extended by the leadership of the Washington State Senate and House of Representatives (a) one or more options were provided for the public to attend the Meeting remotely, including by telephonic

access, and (b) the means of attending the Meeting provided the ability for all persons attending the Meeting to hear each other at the same time;

3. The public was notified of access options for remote participation in the Meeting via public notice posted on THA's website and social media platforms; and

4. The Meeting was duly convened and held in all respects in accordance with law, and to the extent required by law, due and proper notice of the Meeting was given; that a quorum was present throughout the Meeting through telephonic and/or internet means of remote access, and a majority of the members of the Board of Commissioners of the Authority present at the Meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed; and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand on June 23, 2021.

HOUSING AUTHORITY OF THE CITY OF TACOMA

Michael Mirra, Executive Director

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

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

8.7 RESOLUTION 2021-06-23 (7)
(Acquisition of the Unionaire Apartments by Condemnation or Negotiated Purchase in Lieu Thereof)

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

Whereas, there is a critical shortage of modestly priced rental housing in the City of Tacoma; and

Whereas, the Housing Authority of the City of Tacoma (“THA” or “the Housing Authority”) is charged with addressing pursuant to its mission of providing quality affordable housing opportunities equitably distributed within the City of Tacoma; and

Whereas, it is a goal of local government and the Housing Authority to further fair housing in the region affirmatively, in part through preservation of existing affordable housing opportunities in areas with significantly appreciating housing costs; and

Whereas, the Unionaire Apartments (the “Property”) is a 47-unit apartment complex located at 1902 S Union Avenue, Tacoma, Washington, in an area of Tacoma where rents are increasingly unaffordable to low-income households; and

Whereas, there is a growing loss of affordable housing within transit corridors and around high capacity transit in Tacoma; and

Whereas, the Housing Authority has identified acquiring and developing housing along planned mass transit corridors and areas with frequent high capacity transit as a strategic priority to ensure the long-term availability of low-income housing near reliable public transportation; and

Whereas, the Property is located within a transit corridor and close to high capacity mass transit where rents are increasingly unaffordable to low-income households; and

Whereas, RCW 35.82.070(2) provides, in part, that a housing authority shall have the power to acquire housing projects within its area of operations, and RCW 35.82.070(5) authorizes a housing authority to acquire real property by exercise of the power of eminent domain or by purchase in lieu of exercise of the power of eminent domain; and

Whereas, acquisition of the Property by the Housing Authority will serve the mission of the Housing Authority and the housing goals of the region through an approach that is considerably less expensive than constructing the same number of new housing units; now, therefore, be it

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

Section 1: Acquisition of the Property by the Housing Authority is necessary to preserve and provide housing for persons of low income that is equitably distributed in various areas of its operations and in areas of high opportunity, high and escalating rents, and good mass transit in particular.

Section 2: The Board of Commissioners hereby authorizes the Executive Director (i) to give notice to the current owner of the Property of the Housing Authority's intention to acquire the Property by eminent domain if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation and purchase in lieu of condemnation; and (ii) subject to the terms below, to acquire the Property by condemnation through exercise of the Housing Authority's power of eminent domain, if it is unsuccessful in acquiring the Property on satisfactory terms through negotiation with and purchase from the owner in lieu of condemnation.

Section 3: The Executive Director is hereby vested with the authority, and with discretion in the exercise of such authority, to negotiate the terms of an agreement to purchase for the Property at a price of approximately Seven Million, Five Hundred Thousand Dollars (\$7,500,000) and to pay into the purchase escrow the earnest money deposit for the purchase of the Property.

Section 4: If the Executive Director is successful in negotiating the terms of an agreement for the purchase of the Property, then the Executive Director is authorized and directed to execute the same. Following reviewing the results of inspection of the Property and other due diligence, and prior to any earnest money becoming nonrefundable to the Housing Authority, the Executive Director shall make a recommendation to the Board of Commissions as to whether to proceed with closing the purchase of the Property. If the Executive Director recommend proceeding and the Board of Commissioners approves of the same, then the Executive Director shall be authorized to take any and all actions necessary to close on the purchase of the Property on the terms approved by the Board of Commissioners.

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

Upon roll call, the vote was as follows:

AYES:	4
NAYS:	None
Abstain:	None
Absent:	1

Motion Approved: June 23, 2021

Stanley Rumbaugh, Chair

9. EXECUTIVE SESSION

The board went into executive session at 7:17 pm for 18 minutes to discuss a staff's employment qualifications. The board came back into regular session at 7:35 pm.

10. COMMENTS FROM THE COMMISSIONERS

None.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 7:36 PM.

APPROVED AS CORRECT

Adopted: July 28, 2021

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Chair Stanley Rumbaugh
Commissioner Derek Young

Finance Committee

Commissioner Derek Young
Commissioner Minh-Anh Hodge

Community Partnerships Committee

Vice Chair Shennetta Smith
Commissioner Pastor Michael Purter

Education Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge

Diversity, Equity and Inclusion Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Interim Executive Director
Date: July 28, 2021
Re: Executive Director's Monthly Report

This is my first report as Interim Executive Director. The Executive Director report serves as a summary of high-level agency activities. It supplements the departments' written reports.

1. Analysis of current software systems and possible conversion

THA has formed an internal IT Advisory Committee led by our new Chief Information Officer, William Morse. The main task of this Committee is to assess Tacoma Housing Authority's (THA) many software platforms to identify what is working well and where we have gaps in meeting the needs of THA staff and its customers. The main focus will be on Opendoor and the software programs THA has had to purchase to supplement that product.

THA chose to build Opendoor because we did not think that an "off-the-shelf" product would meet THA's unique needs as a Moving-to-Work agency. I know that THA's decision to build its software system has been a point of pride for the agency. Over time, that product has not proven to be as effective or nimble as anticipated. We have spent much more than expected on software development, support staff, and licensing. It is time to pause and assess whether to invest in further development and staffing costs or purchase a specifically designed product that supports housing authorities. We are looking at Yardi as an alternative software product.

We do not know the outcome of these analyses and will not until later this fall. We know that whether we need to rebuild our software to make it more functional for our staff and customers or convert to a new software platform will be time-consuming for staff and costly for the agency. You can anticipate seeing placeholders in the 2022 budget for software and more detailed discussion and recommendations in the months to come.

2. Diversity, Equity, and Inclusion

I have attached the email that I sent to staff this month. We will be restarting this work with the use of a consultant. Sha Peterson will lead this work. We will work closely with staff and the Board Diversity, Equity, and Inclusion (DEI) committee to finalize the work scope and select a consultant. The work will include a comprehensive assessment of THA's strengths, weaknesses, opportunities, and threats concerning DEI. You can expect to hear more about this work each month.

3. Board Committees

Four Board Committees met in July. You can expect to hear updates from each of those committees in the July Board meeting. Based on the discussions in two of those meetings, I propose to rename and refocus two committees.

We are proposing to rename the Education Committee and expand its scope. The proposed new Committee would be the Housing, Services, and Partnership Committee. We make this proposal because the work of the Education Committee continues to intersect with other THA programs. The College Housing Assistance Program (CHAP) intersects with Housing Opportunity Program (HOP) and Children's Housing Opportunity Program (CHOP). Tacoma Schools Housing Assistance Program (TSHAP) intersects with THA's Rapid Rehousing (RRH) investments. We also see that educational partnerships are essential across THA programs and that the success of any THA program requires more services and broader partnerships.

We are proposing to expand the Community Partnership Committee to Community Partnership *and* Advocacy Committee. The focus of the Committee will be to:

- Focus on local policy and advocacy with the Pierce County Council and City Council. The purpose will be to determine:
 - THA's position on new policy or ordinance proposals, and
 - Attempt to co-advocate with local governments in our discussions at the State and Federal levels.
- Provide more staff and THA "voice" in THA's public-facing media.

4. Looking Ahead to THA Budget and Federal Funding

4.1. 2022 THA Budget

Rich Deitz and the Finance team will be leading us through the 2022 budget process over the next several months. We will be adding some Board discussions to the pre-planning. In past years, the Board has asked THA to use the following budget principles:

- Use THA's Strategic Directives as a guide;
- Make a reasonable "best guess" about Congressional appropriations when estimating federal income. We do this using information from industry groups and THA's Congressional representatives;
- Budget recurring expenses within recurring income; and
- Identify reasonable minimum and maximum reserve levels and budget within them.

In addition to these past principles, we will discuss with the Board in August about staff's proposed priorities for 2022. The budget will be built with these priorities and principles in mind.

4.2. FY22 Federal Budget

On July 12th, the Subcommittee on Transportation, and Housing and Urban Development (HUD), and Related Agencies (THUD) held a markup on the Fiscal Year 2022 THUD

Appropriations Bill. The draft FY22 House THUD funding bill was forwarded to the full Committee, without amendment. The funding bill includes \$56.5 billion for HUD programs – an increase of \$6.8 billion above the FY21 enacted level, but a \$12.2 billion decrease from the Biden Administration request. We will continue to monitor this budget request. For now, this is a positive outlook for our 2022 funding.

4.3. Legislative Housing Package

On July 15th, Congresswoman Maxine Waters (D-CA) introduced a legislative housing package to make rental housing more affordable, end homelessness, and encourage homeownership.

The three bills in the package include:

- The [Housing is Infrastructure Act of 2021](#), which provides a historic investment of more than \$600 billion in equitable, affordable, and accessible housing infrastructure;
- The [Ending Homelessness Act of 2021](#), which transforms the Housing Choice Voucher program into an entitlement; and
- The [Down payment Toward Equity Act of 2021](#), which provides \$100 billion toward down payment and other financial assistance for first-generation homebuyers to purchase their first home.

Council of Large Public Housing Authorities (CLPHA) has endorsed the Housing is Infrastructure Act. Chairwoman Water's intent is to include these bills in the budget reconciliation bill moving through Congress now. CLPHA will keep members updated on the progress of these bills. As we have more information, I'd recommend we advocate for these bills as we have contact without Congressional representatives.

4.4. Pursuing Available Funding

Karen Bunce, THA's Administrative Services Department Manager is leading THA's efforts to track available funds that THA could apply for and to help THA apply. We are discussing available opportunities within Leadership Team meetings at least monthly. We will keep the Board updated on new funding that has been secured.

A few items to note on the fundraising side:

- THA submitted and applied to the Amazon Equity Fund for a \$10 million loan for the Hilltop Housing project.
- THA received a \$250,000 from the Gates 2021 Stronger Communities Fund. These funds will be used for improvements at Arlington Drive including:
 - A van to transport residents to their classes and appointments;
 - Adding more security campers to the property;
 - Adding educational and communal spaces for small children and families; and

- Adding murals and artwork inside the buildings.

5. Discussions Regarding Pierce County Housing Authority (PCHA)

The Pierce County Council passed a resolution on March 23, 2021, stating:

The Pierce County Council supports ongoing collaboration between the Office of the Pierce County Executive, the Pierce County Council, the Pierce County Housing Authority, and the Tacoma Housing Authority to explore the potential for more efficient and effective provision of housing to the residents of Pierce County including, but not limited to, consolidation among existing housing authorities.

Neither THA nor PCHA were informed of this resolution prior to Pierce County Council review and approval.

Since our last Board discussion, Commissioner Rumbaugh and I have met with Pierce County staff about the resolution and their proposed next steps. We have been informed that Pierce County is gathering information from Pierce County Housing Authority to inform proposals that may go to the Pierce County Council. We have let Pierce County know that:

- THA is open to discussions about how the two housing authorities can better collaborate to provide high-quality housing and services to THA and PCHA customers;
- THA is not open to a discussion about a merger if: (1) it would in any way weaken THA's operational capacity, (2) require THA to take on unnecessary debt, or (3) put THA's Moving-to-Work authority at risk.
- No merger discussions will occur without the full support of Tacoma's Mayor and THA's Board.

Pierce County's assessment of its housing authority is in its early stages. If and when these conversations progress, we will keep the staff and Board informed. Pierce County will not be directing THA's work. Any decisions will be up to the Tacoma Mayor and/or THA's Board.

I am hopeful that as Pierce County embarks on this review, THA and PCHA can continue to work to collaborate in the best interest of low-income families. THA and PCHA already collaborate on the Family Self-Sufficiency (FSS) program. Moving forward, we have proposed to PCHA that we share jurisdictional boundaries—allowing THA customers to rent anywhere in Pierce County and PCHA customers to rent anywhere in Tacoma. We also hope to work with PCHA to deploy the new Emergency Housing Vouchers that have come to both housing authorities.

Sha Peterson

From: April Black
Sent: Wednesday, July 7, 2021 10:02 AM
To: THA All; THA Commissioners
Subject: Diversity, Equity and Inclusion Update

Hello,

I hope this email finds you well and enjoying the warm days of summer.

I am writing with an update on THA's Diversity, Equity, and Inclusion work. The short takeaway is: THA's DEI work is a priority for your leadership team and me. We need some help to get us started, and we are finding that help this summer.

Background

While THA has always seen itself as a social justice agency with a technical mission, we know that there is always work to do, and we have our blind spots. In 2019, THA leadership created a project to give special attention to review and adjust ways THA can be effectively diverse, inclusive, and equitable in three areas: as a workplace for staff, its programs to clients, and its role in the civic discussion of the city, state, and nation.

In Summer 2020, the THA Board formed a Diversity, Equity, and Inclusion Committee. Board committees can only have two Board members. The two members of this committee are Commissioners Minh-Anh Hodge and Shennetta Smith. This committee aims to help further THA's DEI work with an initial focus of helping to align the Board and staff goals and strategies.

Also in Summer 2020, we formed a staff Diversity, Equity, and Inclusion Committee. This internal DEI committee was facilitated by Frankie Johnson and Cacey Hanauer and included representatives from nearly every department in the agency. The committee was brave and honest as it started discussions about how THA should approach the work, but it was hard to decide where and how to "start." I am very thankful to the committee for their time to date in moving this work forward.

Since the internal DEI committee was formed a year ago, a few things have happened. We have had staff leave and new staff start. We've had quite a bit of change within our team. This means new people that want to impact our DEI work are not on the existing committee. We have also had leadership change that has left us with many interim appointments without backfilling some vacancies.

To respond to these changes and needs, you will find a proposal below about moving forward.

The Plan Moving Forward

At least for short to mid-term, I propose that we move from a DEI Committee to a THA-wide discussion and prioritize THA's DEI work. We will also step back to gather some more data and information to help us be informed about prioritizing our work.

We will hire a third-party DEI consultant to assess THA's current success in creating diverse, equitable, and inclusive environments for our staff, customers, and community. At a minimum, an initial assessment will be based on data. It may include:

- A quantitative assessment of how THA is doing against established metrics. For example, are the people THA recruits, hires, admits to programs reflective of our community? Are our compensation systems equitable and auditable? Are there any populations of THA customers disproportionately impacted by THA adverse action (evictions, program terminations, denials of application, denials of reasonable accommodations).?
- A survey of staff followed by focus groups and/or interviews.
- A survey of customers followed by focus groups and/or interviews.
- A review of internal and third-party evaluation reports of THA programs such as CSA, CHAP, HOP, etc
- We will also be open to the DEI consultant's recommendation of what we should be evaluating.

To proceed on this path, I want all interested staff voices to participate. We will seek feedback, and some oversight, in this way:

- Sha and I will share the draft scope of work (SOW) for a DEI consultant with all THA staff via email. You will be asked to provide feedback by email.
- We'll hold a "town hall" style meeting to gather input from you about the SOW for the consultant.
- We will share the near-final draft SOW with the Board DEI Committee.
- We will make a final selection for a DEI consultant and set a start date for work to begin.
- Once the consultant's assessment is underway, the Board DEI Committee will be consulted through each step of the process. This will allow us to lean into the committee members' expertise and to make sure we are aligned with the Board's goals and expectation. The committee will see the raw results of the contractor's work to oversee that leadership is transparent in sharing the results and proposed priorities with the entire THA.
- Once we begin receiving the results of the assessments, we will determine a plan for our DEI program.

Next Steps

You should expect to see the draft Scope of Work and an invitation for a Town Hall meeting by mid-July. Our goal will be to call for proposals throughout the month of August and have a consultant under contract and starting the work no later than October.

If you have any ideas to share before this Scope of Work is drafted, please let me know. I'd appreciate your thoughts by July 9th.

I want to close this email with a commitment and a thanks. I am committed to moving this work forward with you. I am thankful for you and your ongoing commitment to making THA a more diverse, equitable, and inclusive organization. I am particularly thankful to the people who chose to lead this work by joining the DEI Committee and I look forward to us all working together in this important work.

If you have thoughts or concerns about our path forward, please let me know.

Thank you,
April

April Black | *she/her*
Interim Executive Director
Tacoma Housing Authority
902 S L St., Tacoma, WA 98405

Comparative Funding Chart for FY22

July 13, 2021

	FY 2020 Final	FY2021 Final (12-22-20)	FY 2022 CLPHA Request *Joint Industry Request	FY 2022 HUD Request (5-28-21)	FY 2022 House THUD (7-12-21)
Public Housing Fund³:		\$7.806 billion³		\$8.575 billion	\$8.64 billion
Operating Fund	\$4.549 billion	[\$4.839 billion]	\$5.144 billion*	[\$4.887 billion]	[\$4.922 billion]
Capital Fund	\$2.869 billion	\$2.765 billion	\$5.0 billion*	\$3.2 billion	\$3.4 billion
[Emergency Capital Needs]	[\$64.65 million]	[\$75 million]	[\$75 million] *	[\$40 million]	[\$65 million]
Housing Choice Voucher (HCV)	\$23.874 billion	\$25.78 billion	\$30.442 billion	\$30.442 billion	\$29.214 billion
HCV Renewals	\$21.502 billion	\$23.08 billion	\$25.001 billion*	\$25.001 billion	\$24.950 billion
HCV Administrative Fees	\$1.977 billion	\$2.159 billion	\$2.790 billion*	\$2.790 billion	\$2.469 billion
HUD-VASH Vouchers	\$40 million	\$40 million	\$40 million	\$0	\$20 million
Tenant Protection Vouchers (TPV)	\$75 million	\$116 million	\$150 million	\$100 million	\$100 million
Section 811 Mainstream Vouchers	\$229 million	\$314 million	n/a	\$508 million	\$500 million
Incremental Homeless Vouchers	n/a	\$43.439 million	n/a	\$0	\$0
Incremental Vouchers	n/a	n/a	\$1.552 billion	\$1.552 billion	\$1 billion
Family Unification Program (FUP)	\$25 million	\$25 million	\$25 million	\$0⁵	\$25 million
HCV Mobility Services	\$25 million	\$0	\$491 million*	\$491 million	\$150 million
Self Sufficiency Account⁴:	\$130 million	\$155 million	\$270 million	\$175 million	\$200 million
[Family Self Sufficiency Program (FSS)]	[\$80 million] ⁴	[\$105 million]	[\$200 million]*	[\$120 million]	[\$150 million]
[ROSS Grants]	[\$35 million] ⁴	[\$35 million]	[\$50 million]*	[\$35 million]	[\$35 million]
[Jobs Plus]	[\$15 million] ⁴	[\$15 million]	[\$20 million]*	[\$20 million]	[\$15 million]
Choice Neighborhoods Initiative (CNI)	\$175 million [\$87.5 million] ¹	\$200 million [\$100 million] ¹	\$500 million [\$200 million] ¹	\$250 million [\$100 million] ¹	\$400 million
Project-Based Rental Assistance [Contract Administration]	\$12.570 billion [\$345 million]	\$13.465 billion [\$350 million]	\$14.060 billion	\$14.060 billion [\$355 million]	\$14.010 billion [\$355 million]
Homeless Assistance Grants	\$2.777 billion	\$3.0 billion	\$3.5 billion	\$3.5 billion	\$3.42 billion
CDBG	\$3.425 billion	\$3.475 billion	\$4.2 billion	\$3.770 billion	\$4.688 billion
HOME	\$1.35 billion	\$1.35 billion	\$1.850 billion	\$1.850 billion	\$1.850 billion

¹ Not less than this amount shall be awarded to public housing authorities.

² American Jobs Plan proposal

³ Consolidates Operating and Capital Fund into a Public Housing Fund

⁴ New Self Sufficiency Program account

⁵ FUP funding under TPV account

Sponsored by: Councilmembers Derek Young, Jani Hitchen, Ryan Mello, and Dave Morell
Requested by: County Council

RESOLUTION NO. R2021-23

A Resolution of the Pierce County Council Supporting Partnership and Efficiencies Between Tacoma and Pierce County Housing Authorities.

Whereas, the Pierce County Board of Commissioners established the Pierce County Housing Authority in 1972 as set forth in Chapter 2.60 of the Pierce County Code, pursuant to Revised Code of Washington (RCW) 35.82.030; and

Whereas, the Pierce County Housing Authority oversees the development of affordable housing and administration of housing vouchers, serving 3,500 families annually; and

Whereas, Pierce County is experiencing unprecedented growth and the need for newly constructed housing has never been more acute; and

Whereas, significant demand exists for more housing options and new, innovative solutions to housing Pierce County residents; and

Whereas, public housing authorities can be utilized as an invaluable tool in developing and maintaining housing for low income individuals and families; and

Whereas, all avenues to increase housing development should be explored, including consolidation among existing housing authorities; and

Whereas, the Pierce County Council and County Executive can assist the Pierce County Housing Authority by fostering partnerships, providing resources, and exploring new opportunities for housing development; **Now Therefore**,

BE IT RESOLVED by the Council of Pierce County:

Section 1. The Pierce County Council supports ongoing collaboration between the Office of the Pierce County Executive, the Pierce County Council, the Pierce County Housing Authority, and the Tacoma Housing Authority to explore the potential for more efficient and effective provision of housing to the residents of Pierce County including, but not limited to, consolidation among existing housing authorities.

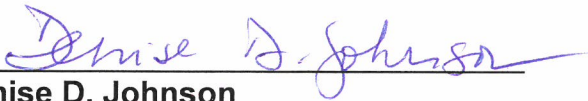


1 Section 2. The Clerk of the Council shall provide a copy of this Resolution to the
2 Pierce County Housing Authority Executive Director and County Executive.

3
4 ADOPTED this 23rd day of March, 2021.

6
7 ATTEST:

8 **PIERCE COUNTY COUNCIL**
9 Pierce County, Washington

10 
11 _____
12 **Denise D. Johnson**
13 Clerk of the Council

14 
15 _____
16 **Derek Young**
 Council Chair





TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,875,352 for the month of June 2021.

Approved: July 28, 2021

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of June 2021

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	94,949	- 94,999		
Accounts Payable ACHs	ACHs	651	- 707		
Business Support Center				564,590	Program Support
Moving To Work Support Center				100,766	
Moving To Work Buildings (used by Support Center)				37,977	
Tax Credit Program Support Center				21,460	
Section 8 Programs				225,688	Section 8 Operations
KeyBank Building				982	Properties
Salishan 7				29,626	
Alberta J Canada Bldg				164	
James Center				29,300	Development
Hilltop Redevelopment				86	
Bus Development Activity				15,856	
CS General Business Activities				556	Client Support
CSA Program - Business Activities				6,434	
Department of Commerce Funding for Crisis Residential Center				187,888	
Community Services MTW Fund				12,422	
Education Private Grants (Gates, etc.)				14,763	
AMP 9 - HT 1500 - Subsidy				1,080	Public Housing
THA SUBTOTAL				1,249,637	
Hillside Terrace 2 & 1500				2,762	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				7,953	
Arlington Youth Campus				1,613	
Court F (The Rise)				2,044	
Renew Tacoma Housing				15,992	
Salishan 1 - Salishan 6				19,375	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				49,740	\$ 1,299,377
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	484,460	- 484,574	192,244	
	ACHs	7,700	- 8,623	3,567,670	\$ 3,759,915
Payroll & Payroll Fees - ADP					\$ 816,060
TOTAL DISBURSEMENTS					\$ 5,875,352

TACOMA HOUSING AUTHORITY

CASH POSITION - May 2021

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	2,917,828	0.27%
Section 8 Checking	5,129,436	0.27%
THA Affordable Housing Proceeds-Salishan	1,970,757	0.27%
THA Scattered Sites Proceeds	5,883,077	0.27%
FSS Escrows	220,037	0.27%
CSA Escrows	123,281	0.27%
Note Fund Account	103	0.27%
Credit Card Receipts	4,169	0.27%
Key Bank Security Deposits	1,052	0.27%
THA Investment Pool	337	0.27%
THDG - Tacoma Housing Development Group	1,074,985	0.27%
Salishan 7 Operations	1,696,362	0.27%
Salishan 7 Security Deposit	28,935	0.27%
Salishan 7 Replacement Reserve	453,677	0.27%
Salishan 7 Operating Reserve	203,537	0.27%
Highland Crest Operations	1,333,995	0.27%
Highland Crest Replacement Reserve	292,298	0.27%
Highland Crest Security Deposit	38,766	0.27%
Outrigger Operations	543,095	0.27%
Outrigger Replacement Reserve	225,831	0.27%
Outrigger Security Deposit	19,645	0.27%
Prairie Oaks Operations	182,064	0.27%
Prairie Oaks Replacement Reserve	35,415	0.27%
Prairie Oaks Security Deposit	6,369	0.27%
Payroll Account	5,426	0.27%
HOME STREET BANK		
James Center North Operations	873,232	0.00%
James Center North Security Deposit	56,801	0.00%
WASHINGTON STATE		
Investment Pool	1,525,437	0.08%
1. TOTAL THA CASH BALANCE	\$ 24,845,947	
Less:		
2. Total MTW Cash Balance	\$ 166,568	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)	\$ -	
3. MTW Cash Held By HUD	\$ 6,008,195	
4. Non MTW Cash Restrictions/Obligations		
4.1 Non MTW Operational Restrictions		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,853,835	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,970,757	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,883,077	
4.15 HUD Restricted - CARES Act (Covid-19)	\$ 30,167	
4.151 Unspent CARES Act Funding	30,167	
4.20 THA Property Accounts Reserved	\$ 2,604,669	
4.201 Security Deposit Accounts	151,568	
4.202 Highland Crest Operations Reserves	320,000	

TACOMA HOUSING AUTHORITY

CASH POSITION - May 2021

4.203 Highland Crest Replacement Reserves	292,298		
4.204 James Center North Operations Reserves	230,000		
4.205 James Center North Capital	274,880		
4.206 Outrigger Operations Reserve	150,000		
4.207 Outrigger Replacement Reserves	225,831		
4.208 Prairie Oaks Operations Reserves	77,000		
4.209 Prairie Oaks Replacement Reserves	75,415		
4.210 Salishan 7 Operations Reserves	354,000		
4.211 Salishan 7 Replacement Reserves	453,677		
4.30 Rental Assistance Reserves		\$ 807,759	
4.301 Mod Rehab Operating Reserves	85,002		
4.302 VASH, FUP, MAIN & NED HAP Reserves	490,487		
4.303 FSS Escrows	232,270		
4.40 Prepaid Grants		\$ 2,910,565	
4.401 TPS Interlocal (CS-2017-011)	234,684		
4.402 UWPC - Strong Families (CS-2018-003)	24,819		
4.403 Balmer Foundation - Education Prog (CS-2020-005)	642,637		
4.404 College Spark (PI-2018-005)	67,742		
4.405 GTCF Grant (PI-2019-005)	259,123		
4.406 Foundation for Tacoma Students (PI-2019-009)	10,057		
4.407 Gates - THA Education Program (PI-2020-006)	270,015		
4.408 Kresge Foundation - CHAP Program (RA-2019-009)	276,502		
4.409 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.410 THDG	1,074,985		
4.50 BFIM Buyout LOC Collateral-Potential Tax Credit Loss		\$ 2,500,000	
4.60 Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$ 16,706,995	
4.70 Agency Contracted or Budgeted Commitments Remaining		\$ -	
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 16,706,995	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 7,972,384	
6. Development Advances - Project Reimbursement upon closing/draw		\$ -	
6.01 Arlington Crisis Residential Center	-		
6.02 Arlington Youth Housing	-		
6.03 Court F LLLP (1800 Block)	-		



TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: July 28, 2021

TO: THA Board of Commissioners

FROM: Cacey Hanauer
Director of Client Support & Empowerment

RE: Client Support & Empowerment Department Monthly Board Report

1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

Tacoma Housing Authority (THA) will provide high quality housing, rental assistance and supportive services. Its supportive services will help people succeed as tenants, parents, students, wage earners and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.

2. DIRECTOR'S COMMENT

June marked the end of the first services contracts at Arlington Drive. As a reminder, Community Youth Services (CYS) and the YMCA's Social Impact Center (the Y) provide services for the Crisis Residential Center and the Arlington Apartments, respectively. Those services are paid for through the Department of Commerce's Office of Homeless Youth, with THA serving as an intermediary, and those funds were legislatively designated in the 2019-2021 biennium budget. In that budget, the Y and CYS were allotted \$1.25M, and CSE is happy to report that both agencies will fully spend down those funds. This spend-down sets THA, the Y, and CYS up for another successful round of funding and spending in the current biennium, that starts in July of 2021. In this budget, the legislature provided \$4.25M for services. This large increase is to accommodate that both buildings will be open for the full two years, and that services are functioning at 100% capacity.

In April, May and June, CSE has participated in conversations and an emerging partnership with the City of Tacoma and Workforce Central. The partnership has begun designing a new program that will provide work-aged adults in THA households the opportunity to engage in training and job opportunities in the healthcare field, and ultimately hope to lead to living-wage jobs. Throughout these conversations it became increasingly clear that an important voice was missing from the table, that of THA residents and community members. THA, the City and Workforce Central realize the important of centering the voice of those impacted and have dedicated resources to bring residents into the process and planning. Subsequently, CSE staff worked with the Salishan

Association to include the Community Health Advocates (CHAs) and Salishan Association staff into the fold. CHAs will be paid for their time, help and participation.

The increased focus on centering community in conversations about supports intended to help them shows a renewed understanding that, for any program or support to be successful and sustainable, systems need to understand that the experts in any area are those with lived experience. CSE also realizes the importance of investing in communities, not just with new programs and services, but with funding. Throughout a series of conversations with the Salishan Association and various community partners, CSE has initiated a new agreement with the Salishan Association to provide Neighborhood Development Grants. These grants will be distributed by the Association to fund Salishan residents who are interested in putting on events for their neighborhood and community. The grants will be \$1,000 each and can fund anything from barbeques to movie nights to volleyball tournaments. Salishan residents are the best and biggest resource in the area, and THA and the Salishan Association recognize the asset they are. Over the next year, the Association will provide 16 \$1,000 grants to community members, one per month September thru April, and two per month May thru August.

Further, CSE is going to post for a new Community Builder position at Salishan. The position will be posted in July/August. This position will work closely with residents and the Salishan Association, partnering to focus on youth and young adult engagement and streamlining communication and opportunities with residents and the Association.

Finally, phase one of CSE's strategic planning process is near completion. BERK Consulting submitted in draft form three main work products, documenting the theory of change work of the strategic plan; a briefing deck that describes that theory of change, including CSE's vision, strategies and goals; an executive summary of the landscape scan and theory of change logic model; and a more comprehensive report of the evaluation of the landscape scan. The documents will be reviewed by CSE leadership and offered to THA leadership for review before finalization. As we finalize our theory of change, CSE can prepare to develop a plan for phase two of the strategic planning, which includes a roadmap for its organizational development and determining the most pertinent and useful performance metrics.

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3. DEPARTMENT UPDATES

3.1 Staffing

Case Worker Mariya Yakimenko officially retired June 30th. Mariya served THA staff, residents, and families for close to 20 years, and in that time helped more than 200 families move into homeownership. Mariya was honored in a virtual celebration with more than 50 THA staff, all lined up to thank “mama Mariya” for her time, love, dedication, and commitment. Mariya is excited to spend time with her husband, children and many grandchildren, traveling the world and soaking up some well-deserved love and support.

With Mariya’s retirement and Stephanie Hopkins move to the 2Gen team, Program Supervisor Robert Lewis has been busy hiring for two new Family Self-Sufficiency (FSS) Case Workers. CSE is excited to welcome Sukara Grandberry and Leslie Mintaraga to the FSS and CSE teams! Sukara is a current Case Worker in THA’s senior and disabled properties, and Leslie comes to THA from the Korean Women’s Association. Both bring a wealth of professional and lived experiences that will aid us all in providing high quality supports to FSS participants.

With Sukara moving out of her position in the senior and disabled buildings, Supervisor Kye Hillig is in the process of hiring a new Case Worker to support the residents in the buildings Sukara supported.

3.2 Program Updates

Summer planning is ramping up across the portfolio. Staff have been busy planning for summer activities for THA families, including summer lunch programs, visits and programming from the Tacoma Public library, Eco Camp, movie nights, virtual reading groups, art camps, National Night Out, digital arts camp, and a back-to-school parade! Along with activities that are being brought into THA properties, there are several opportunities and resources for families to engage in across the city. THA families are eligible for day camp subsidies at the “Kids Need Play” day camps, and staff have been busy reaching out to families to engage and help them enroll in summer camps.

3.2.1 Family Self-Sufficiency Program (FSS)

The FSS redesign is underway with CSE staff meeting every other week. To date, staff have identified key issues and developed several strategies and outcomes

they'd like the redesign to achieve. FSS Case Workers will begin surveying FSS participants for input in July using two key methods: an online survey and a staff interview/conversation. The information will be tracked and referenced throughout the redesign process. Project Manager Amy Van has begun conversations with Rental Assistance, Policy Innovation and Evaluation, and Finance as part of the interdepartmental consultation process for the redesign. Stakeholder input is a central component that will ensure the redesigned program better meets the needs of THA residents. The ultimate goal is to develop an attractive and equitable program that centers the whole family as opposed to only supporting the individual head of any household.

3.2.2 Two Generational Program (2Gen)

The 2Gen program officially launched this month! Staff members Gary McCurty, Stephanie Hopkins and Rob McAfee have been doing intensive outreach to families in the west portfolio, ensuring residents and staff in other departments are aware of the program. The focus of the 2Gen program is to support families with children in middle school and/or high school, providing targeted resources, programming and staff support to children *and* adults in the household. Supports that will be offered include goal planning; parenting support; mentoring programs; wrap-around services; and social/emotional learning. Thus far, the 2Gen team has developed partnerships with the Tacoma/Pierce County Health Department, the YMCA of Pierce and Kitsap Counties, and Club Z Tutoring. The team is excited the program is up and running!

3.2.3 Child Savings Account (CSA) Program

CSE staff, and CSA redesign lead, Amy Van met with the Board's Education Committee last month to discuss the new rules for the roll-out of the redesigned CSA program. With the support of the Education Committee and THA leadership, staff are ready to communicate updates with eligible families. This concludes the redesign of the CSA program and allows THA to begin expanding the program.

Congratulations and gratitude are due to Amy for all her work on this project. She has been a gracious, patient, thorough and effective steward of this process and we are grateful to her for her excellent work!

3.2.4 By the Numbers

Kendra Peischel has continued her work with THA's IT department and a third-party support team to rework the OpenDoor database to better assist in capturing pertinent, accurate, and useful data.

Department leadership has continued to clarify key metrics and data points that will better illuminate the work done, and impact of this department. Kendra will continue to lead this work, and will bring in the Policy, Innovation and Evaluation department in the coming months to finalize near-term and long-term metrics. This framework will better show the relationship between staff outputs and outcomes, and more specifically allow us to analyze how staff can/should best spend their time. Ultimately, better data will not only show the work done, but will inform future work and help to refine our service provision in perpetuity.

The charts below show how many resource connections staff made in the month of June, and the numbers and types of referrals received by CSE from the East Portfolio, voucher holders, and West Portfolio. Each referral received is assigned to a Case Worker who then works with residents/voucher holders to address the need expressed in the referral along with other needs the family may express. Some referrals result in limited support aimed at addressing the referral issue, and others turn into long-term support. The bottom chart shows the number of external resource connections staff made on behalf of residents and voucher holders. The length of engagement is determined largely by residents, with Case Workers offering support for a variety of needs.

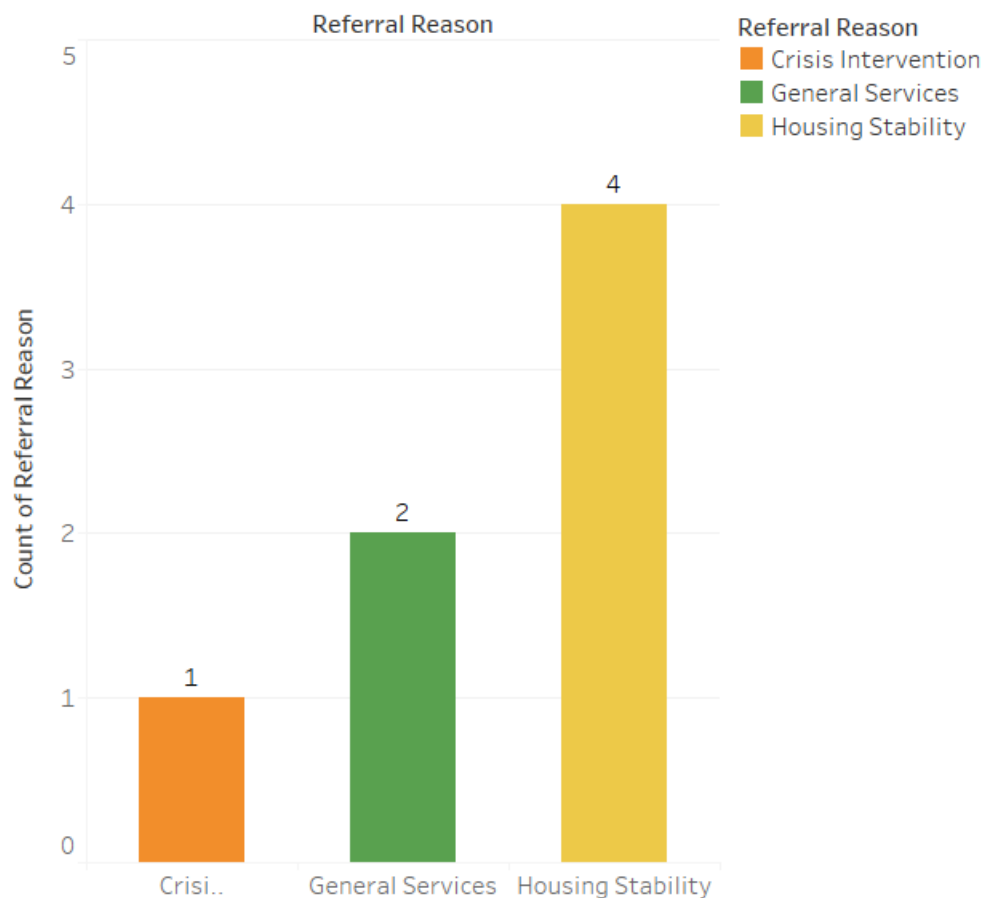
Referrals Received by CSE

June 2021

Voucher Holders

Referrals Received by CSE

June 2021

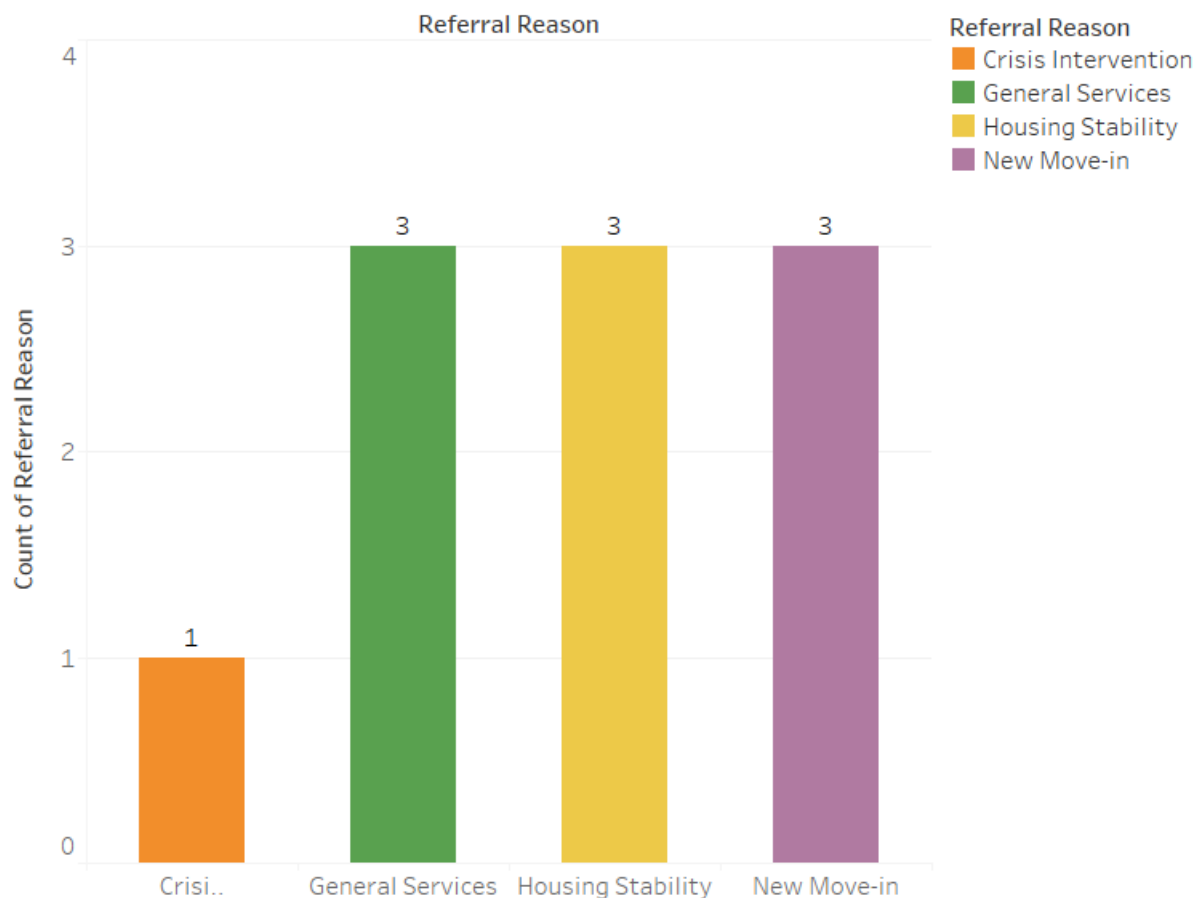


Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on Date Referred and West/East/Voucher. The Date Referred filter ranges from 6/1/2021 to 6/30/2021. The West/East/Voucher filter keeps Voucher.

Referrals from East Portfolio

Referrals Received by CSE

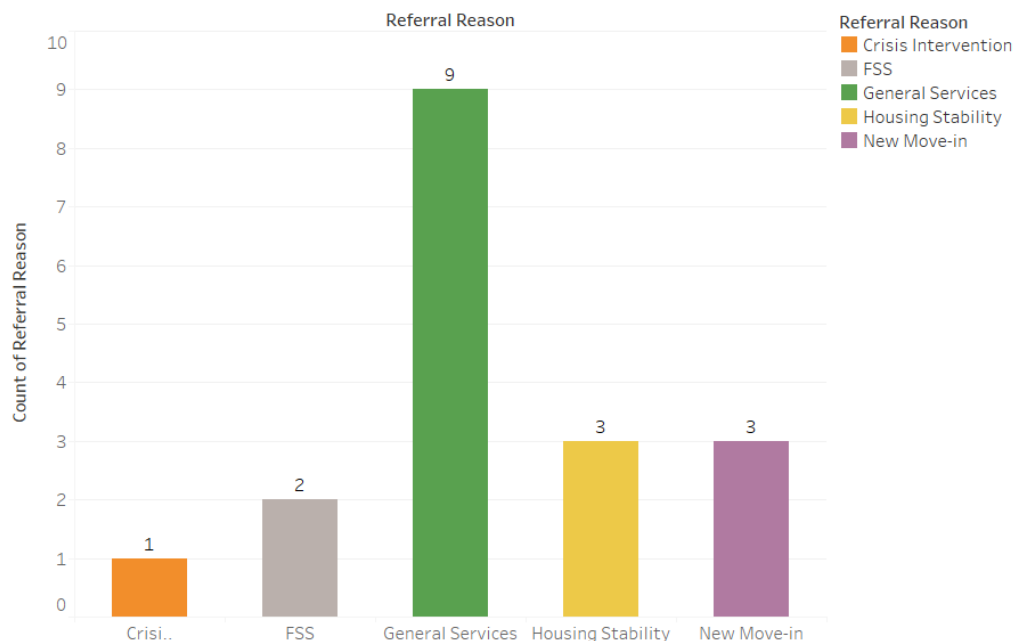
June 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on Date Referred and West/East/Voucher. The Date Referred filter ranges from 6/1/2021 to 6/30/2021. The West/East/Voucher filter keeps East Portfolio.

Referrals Received from West Portfolio

Referrals Received by CSE
 June 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on Date Referred and West/East/Voucher. The Date Referred filter ranges from 6/1/2021 to 6/30/2021. The West/East/Voucher filter keeps West Portfolio.

Resource Connections

2021 Resource Connections

Referral Category	June 2021	2021 Totals
Food Assistance	443	2,437
Resident Assistance Programs	117	250
Rental Assistance	1	23
Asset Building	17	52
Utility Assistance		4
Pierce County Health Department		1
Legal Services		9
Transportations Assistance		1
Tax Assistance		1
FSS		1
Employment-Related Services	3	3
Employment Assistance	10	42
Behavioral Health		7
Adult Education	2	7
Grand Total	593	2,838

Count of Referral Category broken down by External Referral: Created Date (MY) vs. Referral Category.



**Tacoma
Housing
Authority**

Executive Director
Michael Mirra

Board of Commissioners
Derek Young, Chair | Stanley Rumbaugh, Vice Chair
Dr. Minh-Anh Hodge | Dr. Arthur C. Banks | Shennetta
Smith

To: Michael Mirra, Executive Director
April Black, Deputy Executive Director
From: Cacey Hanauer, Director of Client Support and Empowerment
Amy Van, Project Manager
Date: June 03, 2021
Subject: Children's Savings Account Redesign Program Rules Proposal

1. Executive Summary:

The Client Support and Empowerment (CSE) department is proposing new program rules to accompany the rollout of the redesigned Children's Savings Account (CSA) program that partners with the Washington State 529 Guaranteed Education Tuition (GET) program.

The new rules apply only to newly enrolled CSA participants who enroll into the program after December 1, 2020. Students who enrolled in the CSA before that date will be subject to the rules outlined in the January 2021 grandfather plan that was previously developed. The rules in this document propose new definitions for program eligibility, rules for earning CSA dollars and outlines how participants can maximize the earnings available through THA.

1.1. Proposed CSA eligibility:

THA households with children age 18 and under who live on a THA managed property. These properties currently include (but may be expanded in the future to new properties):

- 6th Ave Apartments
- Arlington Youth Campus
- Bay Terrace
- Bergerson Terrace
- Dixon Village
- Hillside Terrace
- Ludwig
- North G St.
- North K St.
- Salishan
- The Rise at 19th
- Wright Avenue

The family must have an active client case file within THA's database at time of program enrollment. Families that are receiving a THA subsidy, as well as families who are leasing from THA's market rate units are eligible.

1.2. Proposed rules for earning THA CSA dollars:

- 1.2.1. Every newly enrolled CSA student will receive a deposit of 1 GET unit upon creating their GET account.
- 1.2.2. Once a student completes the full journey of the CSA program (defined in 1.3. as the participant completes enrollment into the GET, completes their Free Application for Federal Student Aid and completes their high-school accreditation), THA will award the student up to \$500 into their GET account, less the initial GET unit amount. For example, if the initial GET unit price is \$100, the student can earn up to \$400 into their GET account upon program completion. The GET unit price is set by the Washington State actuary, therefore the cost of one GET unit is subject to change on an annual basis. The dollar value will depend on the set cost of the GET unit of that year the student enrolls. If the student exits the CSA program before completion, that individual will lose out on earning the remainder of THA's dollars. The initial GET unit will remain in that student's account for them to keep.

1.3. Proposed definition for program completion is:

- 1.3.1. The student has opened a GET account.
- 1.3.2. The student completes a Free Application for Federal Student Aid (FAFSA) prior to their initial request for fund disbursement from GET.
- 1.3.3. The student completes their high-school accreditation (high school diploma or equivalent).

1.4. Proposed New Participation Agreement:

- 1.4.1. The GET requires that an account must mature at least two-years before initial fund disbursement is made, therefore the student must enroll prior to earning their high school accreditation.
- 1.4.2. The participant must complete all information-release forms provided by GET and THA.
- 1.4.3. Submit proof of completion of milestones (FAFSA & High School Accreditation) to the CSA program specialist.

2. Background:

In May 2020, THA leadership and Board of Commissioners approved the decision to shift its CSA from Heritage Bank to a program integrated with the state's 529 Guaranteed Education Tuition (GET) program as part of its redesign efforts. The Washington State GET

program is a 529 prepaid tuition plan that allows families to buy tuition units with a state guarantee that these units will keep pace with tuition increases at the state's highest-priced public university.

The initial considerations for program expansion factored in the \$1.2 million in funds for the CSA and the number of THA children who attend Tacoma Public Schools (TPS). The number of THA TPS students in the 2019-2020 school year was 2,188 (this is calculated by the children of households in THA managed portfolio, Rental Assistance Demonstration units, voucher families, and Project Based Vouchers). The initial expansion plan assumed that the rate of student enrollment among THA families in TPS would go relatively unchanged over the next 3-5 years. Under this initial consideration, CSE was prepared to expand the program to all THA-TPS students. This plan was quickly undermined by the COVID-19 pandemic which impacted student enrollment statuses that will be further discussed in section 2.2.

In evaluating the unusual circumstances and impact of COVID, CSE pivoted from the initial expansion plan to instead consider the following:

- Foregoing the requirement that CSA students must have a TPS enrollment. While we expect that majority of THA children are enrolled in TPS, we do not want to inadvertently exclude students who may not be enrolled in TPS.
- Expanding the program in a reasonable way that will allow as many households as possible to enroll given the current availability of program funds (\$955,000 of fundraised dollars and \$250,000 of THA committed dollars) and will allow THA to allot at least \$500 per CSA account based on research and best practice.
- Developing an eligibility criterion that is easy for THA staff and families to understand and be able to quickly determine their eligibility.
- Determining the best use of THA's internal capacity to conduct family outreach (CSE and Property Management).
- The 2021 Washington State Legislature passed SB-5321 to expand access to the college bound scholarship. This policy shift ensures that all eligible students, including those receiving free and reduce priced lunch, are automatically opted-in to receive the scholarship, removing the parent signature currently required for enrollment and impacting more than 10,000+ students statewide.

To arrive at its recommendations for criteria around eligibility and earnings, CSE decisions focused on resources that are currently available in terms of internal staff and funding capacity. It also drew from key themes that have consistently emerged throughout its time seeking community consultation and analysis of national best practices on children's savings accounts.

2.1.Consultation:

Reducing barriers and : In interviews with BERK, families and partners expressed interest in a CSA program that can offer financial resources to children, preferring low-to-no barriers to acquire those funds. Families and partners did not offer preferences with how much or which method THA uses to allot CSA dollars. Families also expressed a desire for THA to provide supports for both children and adults navigating post-secondary pathways and financial resources.

Challenges with original program offerings: Previously, the CSA earning structure was made up of a seed and match phase for elementary school students and then shifted to an incentive-based model for secondary grades. While parents generally like the idea of a seed, match and incentive model, in practice, the two-phase program model was often described as confusing by families and students and the low rate of family engagement in the match demonstrated that families faced financial barriers to engage meaningfully. Further, many of the milestones in the original incentive structure were difficult to track and could not be applied equitably. This was emphasized during the COVID 19 pandemic when the education systems struggled to address the technological barriers many families faced to effectively learn online.

CSA Family Advisory Group Input: CSE also gathered input from parents in the CSA advisory group. This advisory group was made up of six CSA families who met monthly. The group discussed the changes of the CSA program to the GET. Families expressed liking the concept of pre-purchasing tuition units and having the flexibility that the GET offers in terms of when and how units can help families cover various educational expenses. The advisory group also provided CSE recommendations on ways the CSA can attract more families. These recommendations came in the form of emphasizing engagement with youth and parents, such as workshops that cover financial education, scholarship and financial aid navigation, college and career pathway planning and how to invest. Parents also suggested the idea of providing ‘instant-gratification’ incentives in the form of learning or gaming devices to attract the youth.

Based on the gathered input, CSE recommends simplifying the dollar-earning criteria to key actions that are essential to students navigating their post-secondary journey. This includes opening a GET account, successfully acquiring one’s high school accreditation and submitting a FAFSA prior to enrollment into a post-secondary program. Thus, the redesign aims to structure the CSA to be an accessible, low-barrier, money earning program with intentional programming

centered on connecting families with relevant resources that can help them prepare for their future.

2.2.COVID-19 Impact:

CSE also took into consideration the financial and educational challenges brought forth by COVID-19. The disruption of the pandemic revealed the long-standing inequities families of color and low-income families experience in terms of access to information and adequate resources needed to successfully navigate complex educational and financial institutions. The proposed rules seek to ease part of the complexity by simplifying the rules of how a CSA student may acquire THA funds for their post-secondary pathway.

Since the pandemic, students shifted to online learning, and many may continue using alternative learning options once regular schooling resumes. The CSA has historically only served TPS enrolled students, however CSE is recommending that the CSA program lift this requirement as it may unintentionally exclude a small number of THA students who may not be enrolled in TPS. Successfully creating a college-going-culture requires that the program be inclusive of all families, regardless of where one attends school. TPS leadership is aware of this proposed change and have been informed that it will not negatively affect the spirit of the partnership as the program will continue to serve any eligible student enrolled in TPS.

In addition to lifting the TPS requirement, CSE proposes the CSA allow THA households with children living outside the Salishan community be eligible to participate. Over the past year, much of the CSA program engagement and activities shifted to virtual platforms, therefore the notion of building a college-going-culture must be reimaged beyond just the Salishan neighborhood. CSE proposes the new eligibility rules expand the benefits of the program to all households who live in a THA managed property, with children 18 and under, be eligible to enroll, regardless of where they attend school.

2.3.Budgeting

This section addresses the program capacity based on budgeting and best practices around college savings account programming. THA currently has raised a total of \$1.2 million for the CSA program. Of that total amount, THA committed \$250,000 of its own dollars to the program, although no actual dollars have been contributed to any CSA accounts. Table 1 below shows the relationship between maximum CSA

participant enrollment number when the maximum award is reduced. From left to right, the first two columns show that with the existing fundraised dollars, THA would be able to serve 100% of all 1,643 children aged 18 and under who reside in one of THA's managed properties if every child was allotted \$500 per account. Based on national best practice and research, \$500 in an account is enough to encourage the increased likelihood a child enrolls into post-secondary and completes their post-secondary degree.

The two left columns show that with the \$250,000 commitment from THA, the number of students the program can serve nearly doubles. Across all THA households (which includes children of households in THA managed portfolio, Rental Assistance Demonstration units, voucher families, and Project Based Vouchers), there are 4,150 children (age 18 and younger). Yet, even with the addition of THA's commitment of \$250,000, CSE determined that opening the program to the 4,150 children belonging to THA households across all of our housing programs would be unsustainable based on existing program funds and/or would require significant reduction of dollars allotted for each child, an amount far less than \$500. Therefore, having the CSA focus specifically on THA managed properties will allow the program to adequately serve all 1,643 children (age 18 or younger) sustainably.

Sustainability: In addition to being able to adequately serve all children accounted to-date who live on THA managed properties, this budgeting method provides THA latitude to enroll up to 267 more children should additional households lease up in a THA managed property in the coming years. This budgeting model also affords THA time to consider how and when it will invest its \$250,000 commitment to the program. Once those THA funds are invested, the program can enroll an additional 500 students. Should the program reach maximum capacity at any time, CSE will maintain a waitlist on a first-come-first-served basis until more funding becomes available.

Table 1. Relationship between maximum CSA enrollment and maximum dollar award available per account					
Reduction in total award dollars	Maximum Award Per Account (based on \$955,000 of total dollars fundraised, excludes THA commitment)	Maximum Enrollment #:	Maximum Award Per Account (based on \$1.2 million of total dollars fundraised and committed by THA)	Maximum Enrollment #:	Increase in max enrollment capacity
	\$7,350	129	\$7,350	163	
	\$1,000	955	\$1,000	1,205	
	\$500	1910	\$500	2,410	

2.4.CSA Outreach & Engagement Strategy

The CSA has long relied on one program specialist to provide both the administrative and family engagement functions of the program. With program changes to the GET, CSE sees this as an opportunity to strengthen staff focus and role on family engagement and coordinating financial education and college & career learning opportunities. With the simplification of the program's eligibility and dollar earning criteria, as well as having accounts managed by the GET, THA's administrative burden is reduced significantly. Thus, this frees up CSA staff capacity to focus diligently on building relationships with families at our managed properties, learning about their interests, goals and needs. In doing so, CSA staff can more purposefully strategize and coordinate resources and educational events with community partners who are equipped with the expertise and cultural competencies to support CSA families.

CSE also consulted with staff from THA's Property Management (PM) department to help evaluate the best route for the program's expansion. THA property managers and facility maintenance staff tend to have frequent interaction with THA residents. Therefore, in terms of outreach, PM staff agreed that having the ability to share information about the CSA among any THA households with children across our managed properties would be a great avenue for staff and residents to engage with one another and encourage community-building.

2.5.Implementation Timeline

Below is the outline CSE anticipates for implementation of the CSA redesigned rules.

Date	Task	Who
June 30, 2021	THA Leadership approve final CSA redesigned eligibility & program rules	THA Executive Director & BOC Education Committee
July 30, 2021	CSA 2.0 Operations Manual	CSE
August 31, 2021	CSA 2.0 outreach and engagement plan developed	CSE & PM
September 30, 2021	CSA website updated with new rules/eligibility criteria and GET information	CSE & Communications Manager
October 1, 2021	Outreach & engagement plan implemented	CSE & PM
November 1, 2021	2021 GET Enrollment Opens	WSAC, CSE, PM

2.6. Outputs and Outcomes Logic Modeling

BERK convened CSE and PIE in 2020 to begin clarifying the CSA program's intended outcomes. The goal was to focus CSA data collection and effectively communicate the program's impact and to inform broader conversations about the appropriate role of the housing education partnership. These conversations eventually led CSE staff to develop a logic modeling sequence where key metrics of the CSA are identified through the program's inputs, outputs and outcomes.

Key priority areas that resulted from staff conversations included:

- Higher priority of THA efforts on family engagement, particularly around asset building and college-going culture; and economic empowerment and housing stability to support school success.
- Greater reliance on partnerships and lower priority of THA effort on classroom academic outcomes.
- Greater emphasis on supporting families' informed choices and goal setting to achieve their vision of postsecondary success, rather than prescribing a particular path.
- Streamlined measurement on points in the logic model that THA can directly measure and impact.

Based on these discussions and evaluations, CSA staff mapped out the following logic model that first identifies the resources and activities THA and the CSE department contributes to the CSA program (see appendix A). As a result of those resources and activities, CSA staff then identified

the intended intermediate (see “Outcomes” column) and long term (see “Impact” column) results of those investments.

Program outcomes are based on the following goals the CSA has for its participants, which are: financial empowerment, educational mobility and post-secondary readiness. When developing the metrics, CSA staff considered whether the outcome can be directly attributed to the identified planned activities and whether its data can be readily attainable (either through collection by THA’s internal database or with institutional partners with whom THA has a data-sharing agreement).

The last column that states program “impact” considers long-term, systemic changes that the CSA seeks to influence. This section primarily focuses on THA’s relationship to the financial and education sectors with which the CSA interacts. It lists the types of changes we hope to see over time, particularly in the dismantling of systemic barriers and implementation of equitable policies and practices as these institutions become better informed through its partnership with THA and services offered to THA families.

Appendix A: CSA Planned Work & Intended Results Logic Model

PROGRAM GOAL: Families are successful in planning and achieving their post-secondary goals and are financially empowered.

PLANNED WORK		INTENDED RESULTS		
Resources/Inputs	Activities →	Outputs →	Outcomes →	Impact
<i>Resources needed to operate CSA.</i>	<i>If you have access to them, then you can use them to accomplish your planned activities.</i>	<i>If you accomplish your planned activities, then you will hopefully deliver the amount of services that you intended.</i>	<i>If you accomplish your planned activities to the extent you intended, then your participants will benefit in certain ways.</i>	<i>If these benefits to participants are achieved, then certain changes in organizations, communities, or systems might be expected to occur.</i>
FUNDING - CSA Funding from Philanthropic Funds (\$1.2 million) - THA Supportive services: \$200,000 - Program Administration (WSAC): in-kind -Community & family partnerships: \$40,000 - \$100,000 annually -Outreach collateral: \$5000 annually THA STAFFING - 1 FTE program specialist (THA) - .25 project manager (THA) -.25 IT	THA contributes \$500 into every CSA GET account CSA program specialist conducts various methods of outreach (in person, phone, virtual, social media, email...etc.) and provide GET enrollment support. CSA program specialist engages the family to connect them to: <ul style="list-style-type: none"> - Financial education in the form of partners providing education and coaching to both children and adults - Family friendly financial products in the form of services and resources addressing asset building and debt reduction (coaching, banking, escrow earning programs) - Post-secondary pathway navigation in the form of partners providing counseling & information to CSA families. 	# of students served through enrollment in the GET (Goal: 25% of eligible students are enrolled) # of high quality and culturally relevant financial and educational services and activities offered to CSA families annually (goal is 4 per year) # of CSA families opting into a THA sponsored asset-building program (e.g. Center for Strong Families , 2-Gen, Family Self Sufficiency programs) In-kind value of services provided	FINANCIAL EMPOWERMENT - % of CSA families who contribute at least 1x per year into their GET account -# of CSA families engaging in financial education and coaching opportunities per year -Annual dollar spend-down of THA CSA funds paid out to CSA Students EDUCATIONAL MOBILITY - % of CSA students enrolling into post-secondary educational programs per year POST SECONDARY READINESS - % of CSA students earning on-time High School accreditation -Annual # of CSA families connected to partners providing post-secondary pathway navigation - # of CSA students requesting GET disbursement for post-secondary expenses within 5 years after high school graduation -% of CSA students completing their FAFSA at the time of request of initial GET disbursement	Increased financial services and tools made available to THA families Increased THA household financial freedom and sustained stability Increased THA household utilization of federal and state financial aid Increased completion of post-secondary goals among THA families Increased investments of federal and state financial aid Increased federal flexibility for use of 529 funds Increased investments of social philanthropy into CSA programs



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: July 28, 2021

TO: THA Board of Commissioners

FROM: Aley Thompson
Interim Director of Rental Assistance

RE: Department Monthly Board Report

1. STRATEGIC OBJECTIVE: HOUSING AND SUPPORTIVE SERVICES

Tacoma Housing Authority (THA) will provide high-quality housing, rental assistance, and supportive services. Its supportive services will help people succeed as tenants, parents, students, wage earners and builders of assets who can live without assistance. It will focus this assistance to meet the greatest need.

2. DIRECTOR'S COMMENT

It's been a busy month for Rental Assistance (RA) responding to the changes in Coronavirus related restrictions in our community. The Governor let the Eviction Moratorium expire but implemented a new "Bridge Proclamation" that lifts some of the restrictions enacted in prior proclamations. Most notably, landlords are now permitted to increase the rent. Although the announcement was at the last minute, THA communicated with our landlords quickly. We've fielded over 800 requests for rent increases and our Landlord Engagement Specialist has received over 100 phone calls. Our team has been preparing for this work and is ready for the challenge.

Our team continues to encourage clients to apply for late rent and utilities help through the County. We've been reminding clients that they must remain in their units to receive help and we've reassured them that the County has plenty of funding but the process does take time.

We hope to begin accepting Emergency Housing Voucher (EHV) referrals soon. This month we present a resolution to the Board to seek approval to partner with the County to provide the required services. The Memorandum of Understanding (MOU) with our partners is nearly complete and Pierce County has started the process to contract for the required housing locator services and supports. Our special programs teams will experiment with a "no caseload" approach to managing this new program. We hope this improves efficiency and customer service.

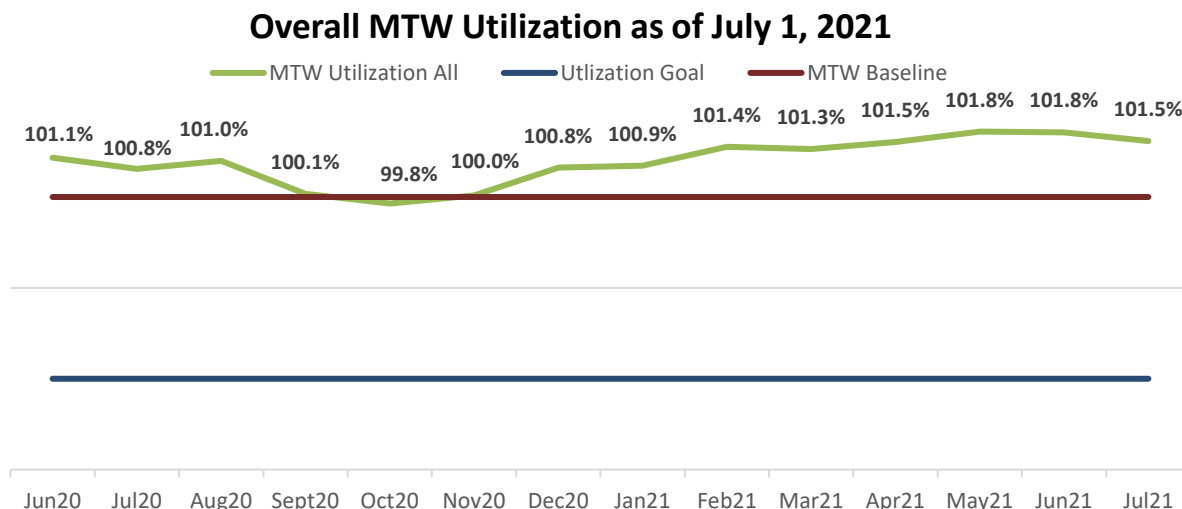
Our team is grateful to Director Hanauer for leading two Trauma Informed Care sessions for our department. The trainings have led to many thought provoking conversations and staff are eager to put their learnings into practice.

Finally, the inspectors are back out in the field and are happy to be engaging with clients and landlords again.

3. RENTAL ASSISTANCE DEPARTMENT REPORTS

3.1 Overall Utilization

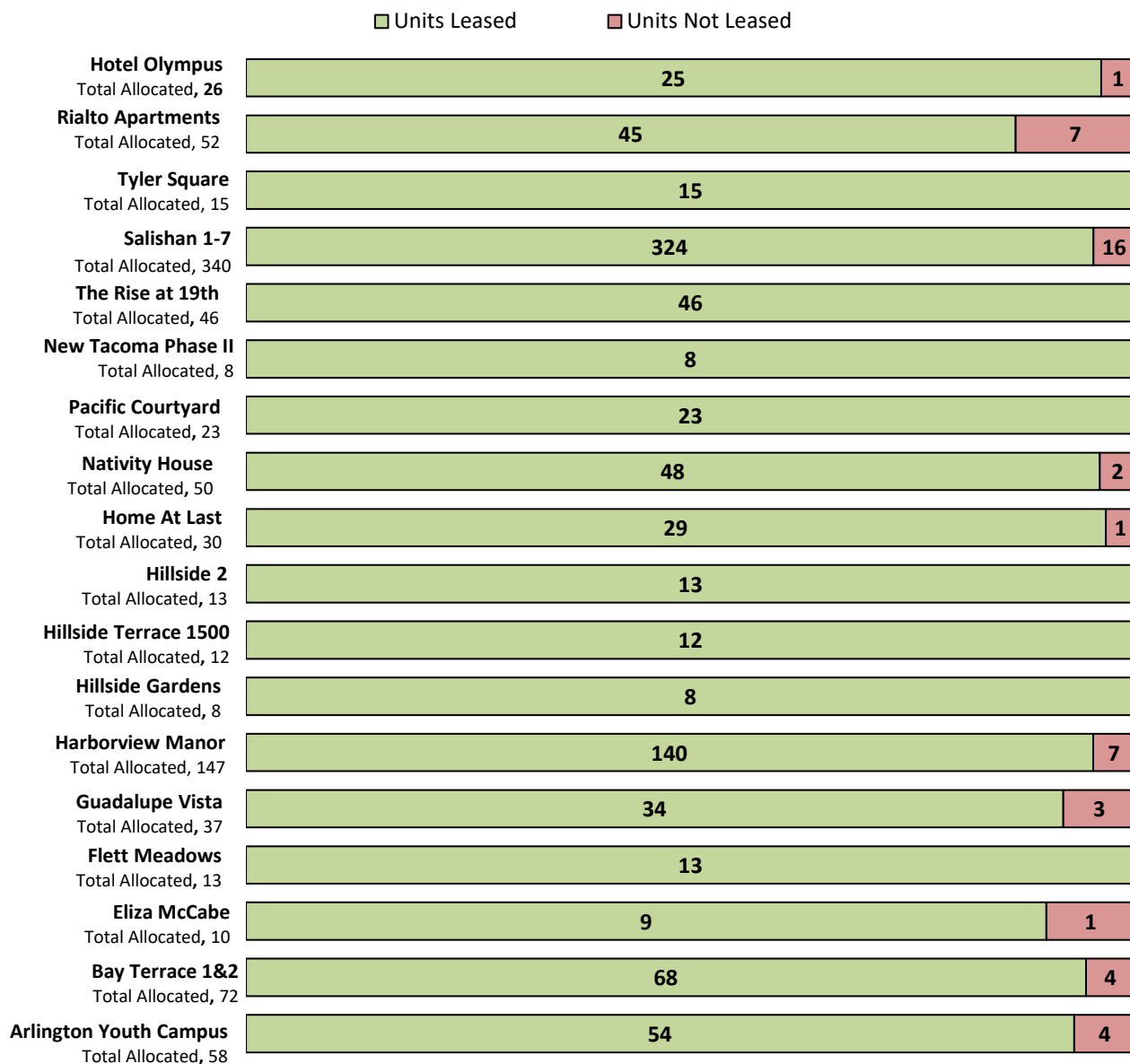
The overall Housing Choice Voucher utilization is reported at 101.5% as of July 1, 2021. THA receives a report on utilization quarterly for Rapid Rehousing (RRH) and Property Based Subsidies (PBS). Therefore, averages are used to forecast utilization to the current date for these specific programs. As new information is reported for both RRH and PBS, this utilization report is updated accordingly.



3.2 Project Based Vouchers (PBVs)

THA's special programs team has worked hard with our PBV partners to keep referrals coming to fill vacant units. Rialto & Harborview had several unit turn overs but they have several referrals in process to fill those units. Our PBV partners were permitted to submit contract rent increases. Our special programs team has approved and is processing these requests which will have no impact on the client portion of the rent.

Project Based Voucher Utilization as of July 2021

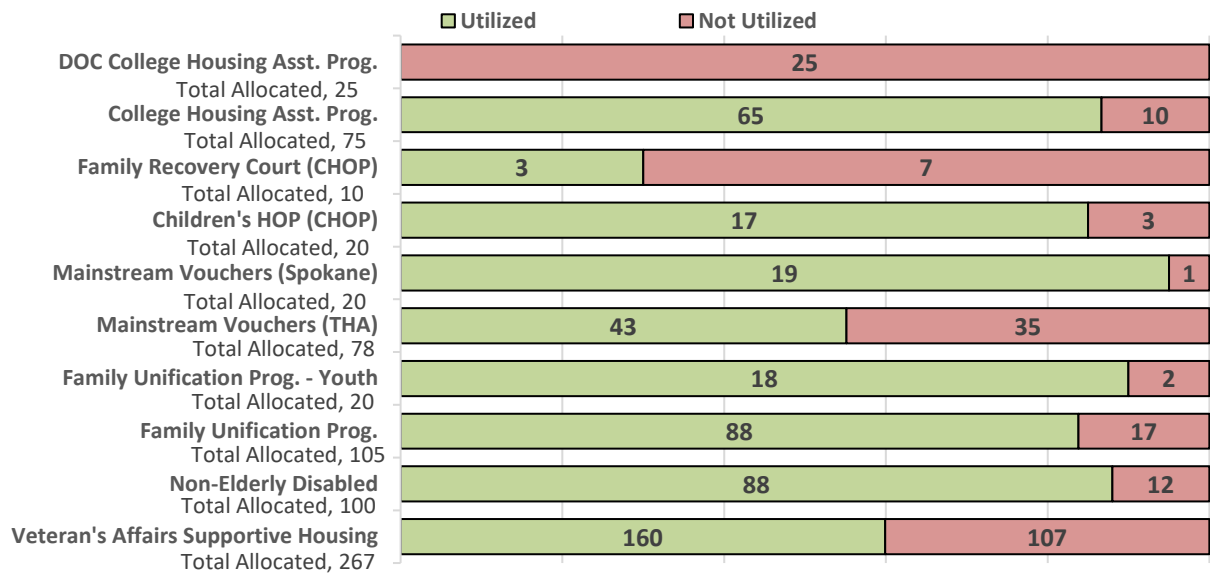


3.3 Special Programs & Property Based Subsidies

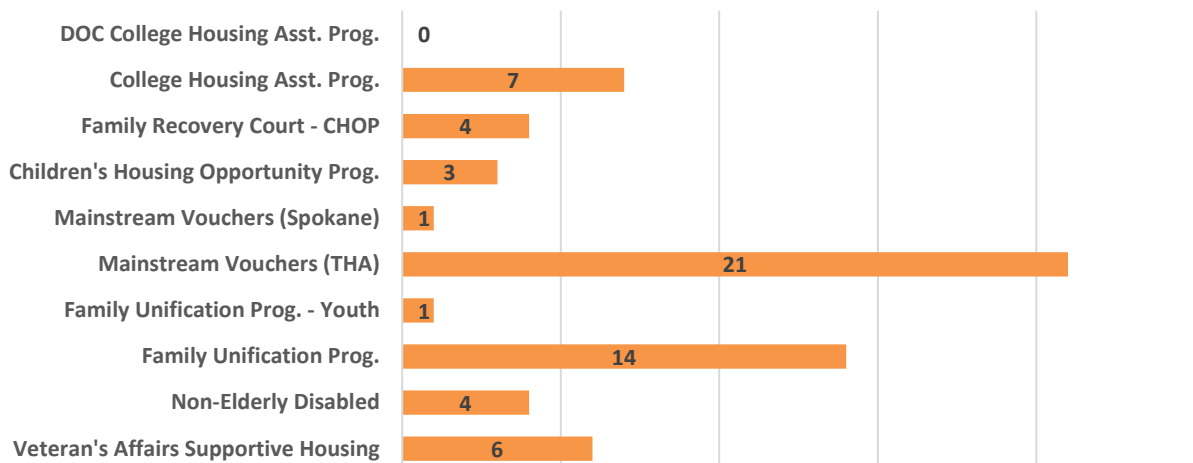
Below is a breakdown of the utilization of THA's special programs. The charts below include shoppers for each program. Our special programs team continue to prepare the upcoming Emergency Housing (EHV) vouchers. THA recently began using a new system for referrals which will make processing referrals more efficient by allowing the entire team to monitor the status of a referral. Tacoma Community College/College Housing Assistance Program (TCC/CHAP) have experienced staff turnover which caused delays for processing referrals. There are 7 referrals processed and staff are now requesting 3 additional referrals. DSHS continue to identify households for the Family Recovery Court (FRC) program. Staff are ready to process those referrals as soon as received. Our Mainstream utilization and referrals continue to be in good shape.

We are communicating with DSHS for more referrals for the Non-Elderly Disabled (NED) program. Social workers are actively identifying applicants for this program. The VA continue to work with SSVF to identify eligible homeless veterans however referrals are not adequate. THA meets monthly with VA and SSVF staff and remind them of the need for referrals. The Department of Corrections program continues to hold 25 vouchers for use. Please refer to periodic updates from Policy, Innovation and Evaluation (PIE) for the status of this program's development.

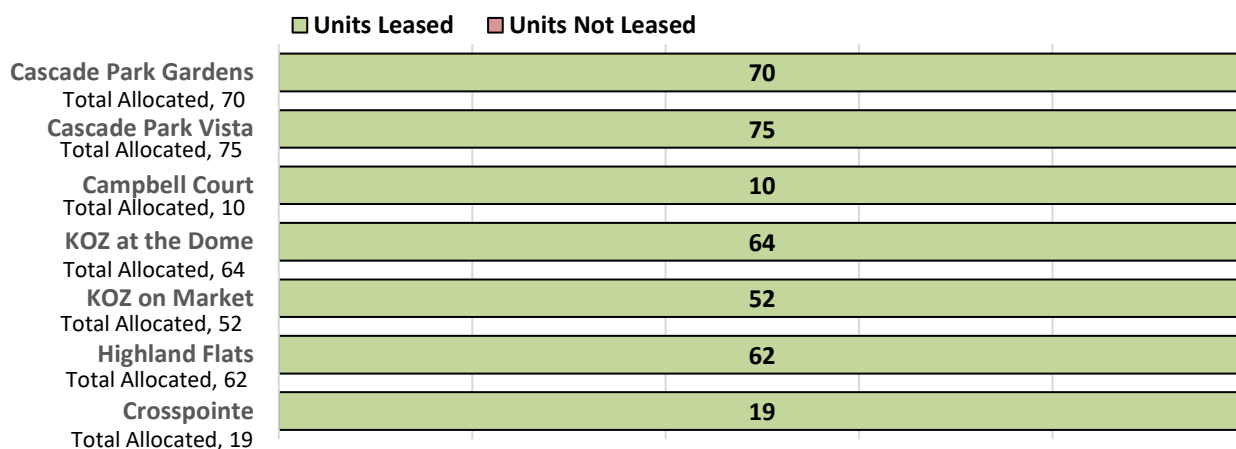
Special Program Utilization as of July 2021



Special Program Shoppers as of July 2021



Property Based Subsidy Utilization as of Q2 Report: July 2021



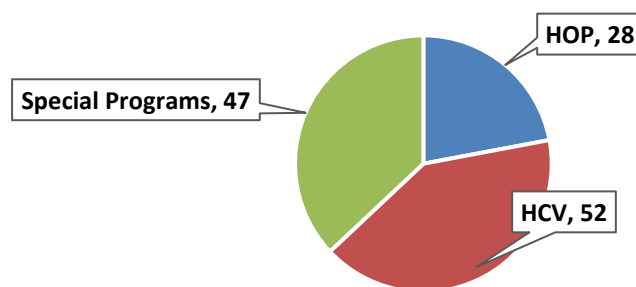
THA has partnerships with four Property Based Subsidy owners representing more than 350 units across seven properties. Our Compliance team continues to conduct 2020 file audits.

3.4 Shoppers Report

The chart provided below shows a breakdown of the number of current shoppers by program. A shopper is a client who has a voucher and is looking for a unit. Clients may or may not be housed during this process. The shoppers in the chart below include clients new to the program from the waiting list and clients moving from one unit to another.

As of July 2021, there are 127 total clients shopping. So far this year, 39% of those housed found a unit in under 50 days and the majority found a unit in under 90 days (74%).

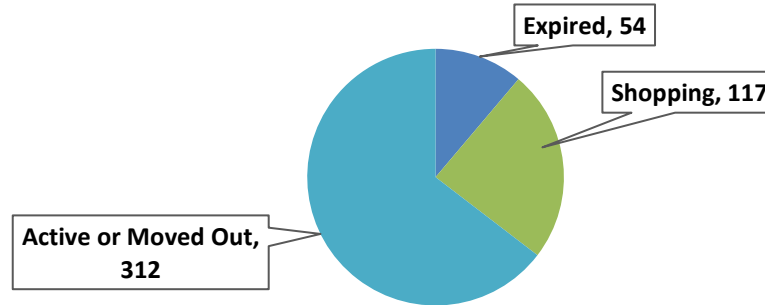
Current Number of Shoppers as of July 2021



Over the past year (July 2020 – June 2021), 483 tenant-based vouchers were issued including 204 issued to new participants.

- 61% of all households issued a voucher in the past year found housing.
- 61% of new to program households secured housing.

Voucher Status for All Vouchers Issued In the Past Year: 483



3.5 Leasing & Waitlist Management

There are about 1,700 households on THA's Consolidated Waitlist. THA is not currently offering Housing Opportunity Program (HOP) vouchers to households on the waitlist (see our utilization numbers in section 3.1). Leasing continues to pull households to fill vacancies within THA's portfolio.

We anticipate the majority of new households to be special program participants over the next several months.

3.6 Inspections

The Inspections team is happy to be back inspecting occupied units while using Personal Protective Equipment (PPE) and taking Covid safety precautions. The team is working through the small backlog of inspections due to the pandemic, and we've taken steps to reduce them using the authority we presently have, implementing Coronavirus Housing and Urban Development (HUD) waivers and the recently approved changes to our Moving to Work (MTW) plan.

3.7 Late Rent

Pierce County and the City of Tacoma deployed a late rent program to help tenants and property owners pay past due rent and utilities. THA continues to market this program to clients, tenants, and housing provider partners.

3.8 Landlord Engagement

It's been an incredibly busy month responding to inquiries from clients and landlords about the ever-changing eviction moratorium landscape. The day after the newest proclamation was released our Landlord Engagement Specialist (LES) received over 100 phone calls from landlords. We've developed robust communications and training opportunities to keep our partners informed of the changes. Our LES is also busy preparing for a landlord symposium hosted in partnership with King County Housing Authority (KCHA), Seattle Housing Authority (SHA) and Renton Housing Authority (RHA).

THA is in the final stages of getting the Housing Connector partnership off the ground. The Housing Connector will serve Mainstream and CHAP participants to located housing using the Zillow platform. Participants will have access to funds that help with move-in costs. In addition, housing providers will have risk mitigation funds for utilizing "relaxed screening criteria" to house participants with high barriers and additional community supports.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: July 28, 2021

To: THA Board of Commissioners

From: Frankie Johnson
Director of Property Management

Re: Property Management Monthly Board Report

1. STRATEGIC OBJECTIVE

Tacoma Housing Authority (THA) will manage its properties, so they are safe, efficient to operate, good neighbors, attractive assets to their neighborhoods and places where people are happy to live.

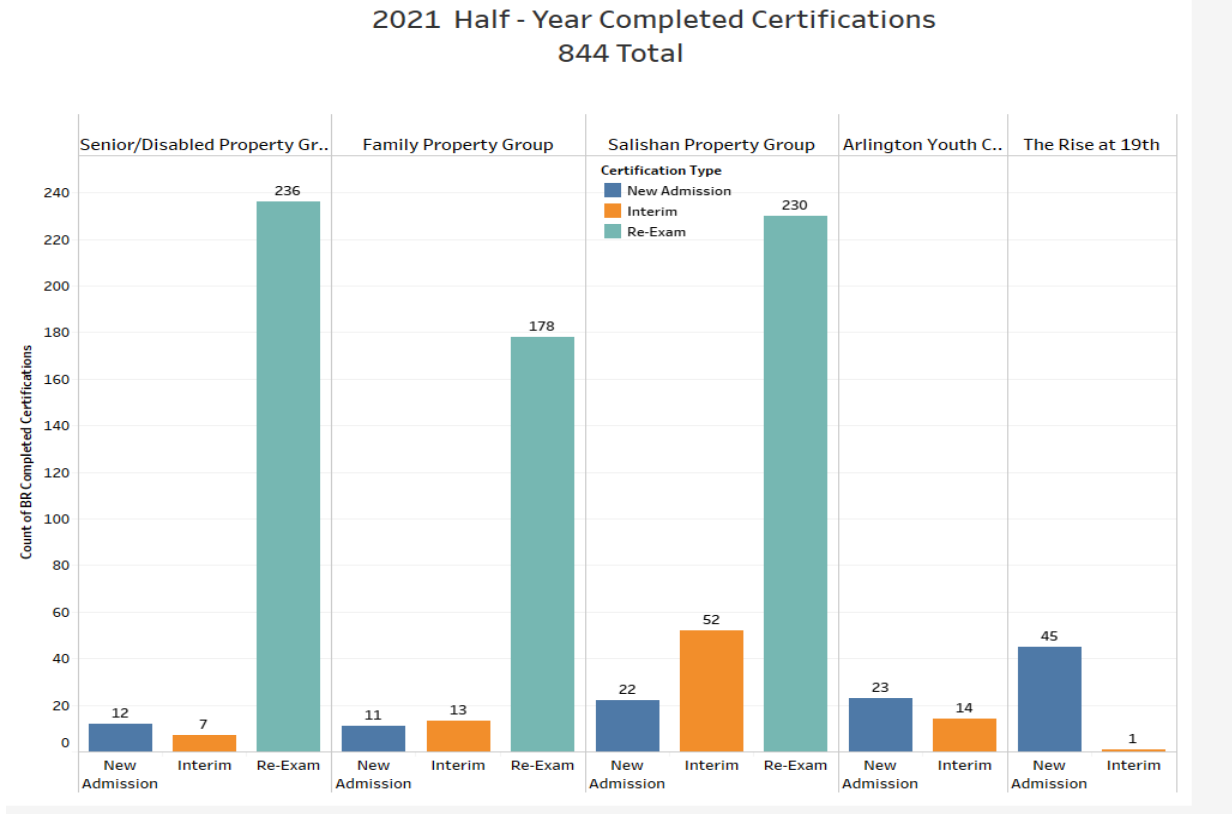
2. DIRECTOR'S COMMENTS

Now that we have officially reached the mid-way point of the year, we reflect on the performance indicators of the last 6 months in areas of certifications, work orders, unit turns and inspections, as we forecast for the next half of the year.

The chart on page 2 outlines the progress for the portfolio in certifications. As of June 30th, 844 certifications (annual, interims, new move-ins, etc.) were completed. Over 75% of these being annual certs and 10% new move-ins, with opening of Arlington Youth Campus and the Rise at 19th, despite COVID restrictions and closed offices. This is a testament of the outstanding performance of Property Management (PM) staff on both sides of the team, admin, and maintenance, to get the job done no matter what.

THA maintained a 99% unit occupancy for more than 18 months and did so in times when social distancing and stay home restrictions presented challenges for other Public Housing Authorities (PHA). The portfolio percentage dipped slightly to 98% in March during the lease ups of Arlington and the Rise but have now reclaimed the 99% crown again.

This is again a testament to the hard work and dedication of PM to work through adversity and produce positive results. We thank the team for this performance and acknowledge 2 members of the team in the month of May and June as the recipients of an award we have dubbed the GEM award. This is gift from the director for staff who have been nominated for 'going the extra mile' above and beyond the challenging work of these last 15+ months. The nomination for outstanding performance and recognition statements for Cindy Bergee, Steve Couch (our May recipients) and David Doty and Tiffany Price (June's recipients) are included at the end of this report, along with their photos.



June marks the beginning of restoration and recovery. With restrictions lifting and movement toward the new normal shifting forward, staff can begin to pivot into more in-person and in-unit work.

July will be the start of more in-unit work and the lift of the hold on routine work orders. Staff will launch unit inspections for the first time in 16 months. With home schooling and work-from-home directives, we anticipate there to be additional wear on units and expect an increase in repair work orders. The facilities and property managers are preparing their teams and will continue to apply all safety precautions necessary.

A significant amount of energy and time was spent during the ‘Stay Home’ period on a project that involved the executive director, PM staff and other partners on drafting new language in more than 20 of our legal notices. One of the final tasks as Mr. Mirra exited was to assist in completing these notices, so that staff can have clear, concise lease enforcement that advocates know, understand, and find amenable for compliance. Training with our legal team and staff is scheduled for August to familiarize prior to implementation.

We recognize that the transition may not be easy for everyone, as some tenants move back to work and/or into working outside of the home. The eviction moratorium, scheduled to end in June has been extended to September. The extension provides PM and Client Support and Empowerment (CSE) staff more opportunities to continue to connect tenants with resources available for rent assistance that could allow them to pay arrears in full and receive up to three months of rent in advance. The chart below highlights the disparity between rent collection

prior to COVID in 2019. Some areas of the portfolio report a 20% decrease in rent collection in 2021, an indicator that families have struggled with rent and could benefit greatly from funds available.

With temperatures reaching record highs at the end of the month, prior to June 30th and the changes with social distancing, the agency supported lifting the restriction on common area spaces and opened the community rooms to allow their use as cooling stations. With three days of more than 90-degree heat, and one 100+ day, the community rooms and hallways served as relief areas from the sweltering heat. Tenants were advised to adhere to social distancing and room occupancy to be courteous to their neighbors.

Overall, the portfolio is strong and healthy. Leasing numbers increased slightly, due to onboarding new staff, but are expected to recover in the next couple of months. The grounds team is in gear as the weather warms up to enhance curb appeal at our beautiful properties all over the city.

As we look to the changes ahead of re-opening offices and prepare ourselves for the adjustments that the 'new normal' will likely require, there are still questions that we do not have answers for at this time.

What we can say with certainty is that we have conquered onboarding new staff, completing certifications, and leasing up new properties, to name a few tasks, despite restrictions and we have done so with the professionalism representative of THA with our tenants in the community. We will continue to do so.

The biggest transition for PM this month is adjusting to the retirement of our beloved leader for 19+ years, Michael Mirra. Michael has become synonymous with THA. He IS THA. He has been the face, voice, and moustache (I had to throw that one in) of THA for many of our tenants, staff, and partners in the community.

Michael's quiet demeanor invites comfort and ease for anyone who reached out for his assistance. He had a way of making you feel as though you were the only person in the room and YOUR concern was his most important task, until it was resolved. He always made time for your questions and his dogged determination would not let him stop until he provided you an answer. It may not always be the answer you wanted, but an answer, nonetheless.

His love of baseball never wavered despite being surrounded by Seahawks football fans. That is a testament to his commitment.

We could count on his zealous advocacy for education and equity. He really lived the mission of providing communities filled with wage earners and builders of assets. We thank him for seeing our legal notice project through to the end, even up to his last day at work.

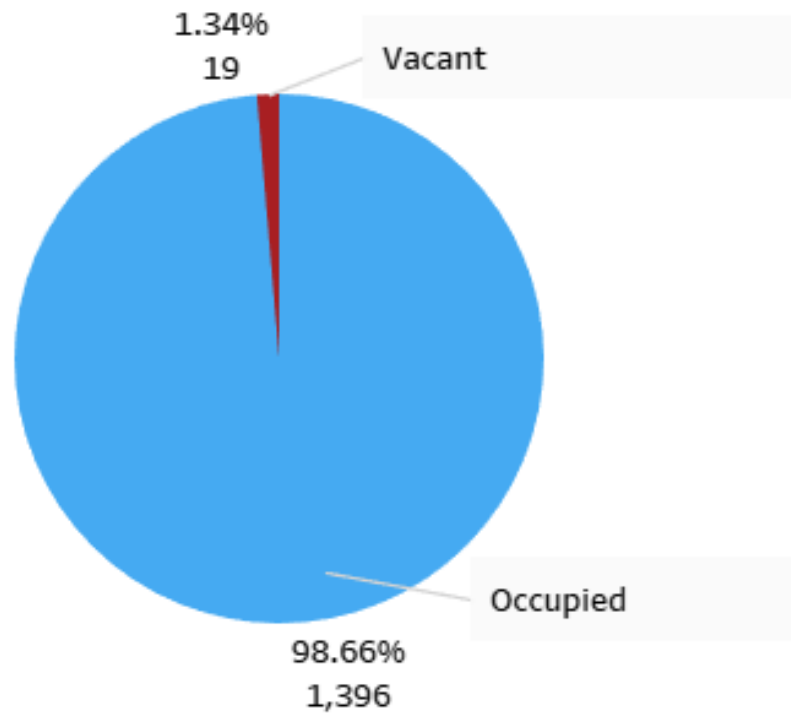
Whether he was promoting egg creams on Brooklyn Queens Day or singing the praises of owning a 1982 Toyota, his consistency was one thing that you could count on and expect, along with a personal card to each employee for their birthday.

We will miss you Mr. Mirra! Thank you for leaving us on solid ground, with excellent leadership and flush with money so that we may continue to provide affordable housing in Tacoma for many years to come! Enjoy your retirement, Michael!

3. OCCUPANCY OVERVIEW

3.1 Occupancy

For the month of June

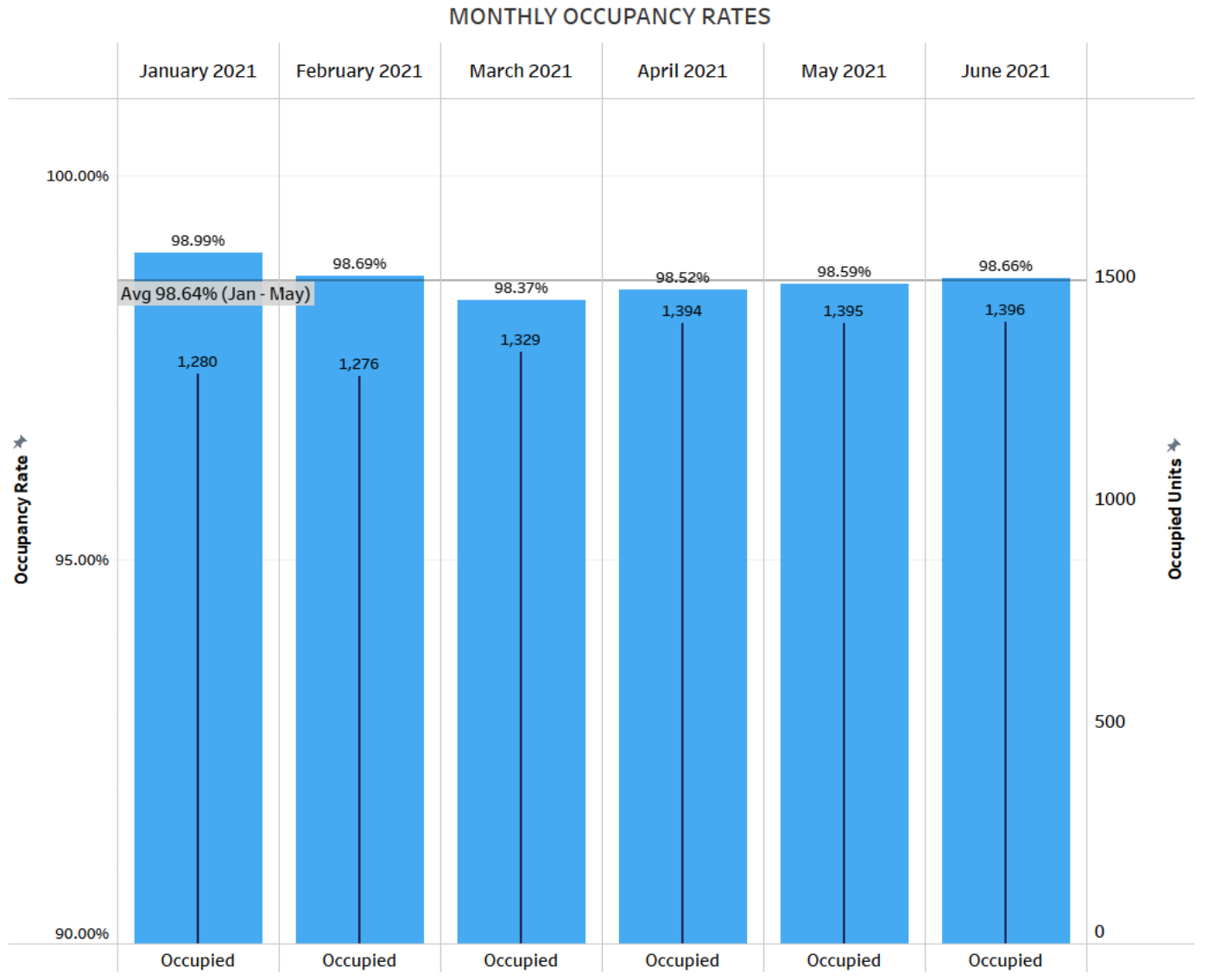


Unit Occupancy is reported as of the first day of the month. The chart above reflects THA's portfolio for the month of **June** with an occupancy percentage of 99 %. THA has a total of 22 Properties in its portfolio with a total of 1,415 units.

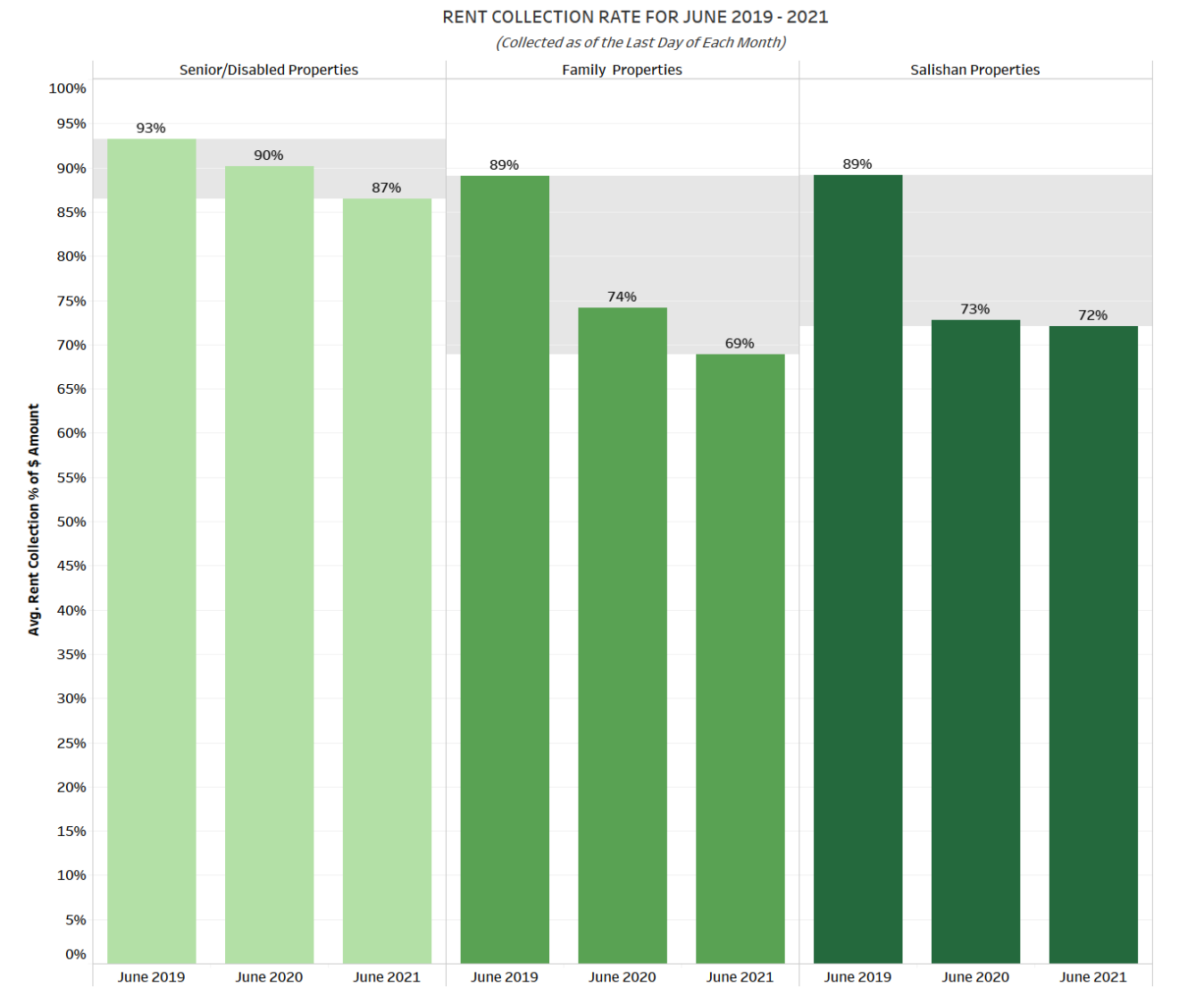
The portfolio has maintained a consistent average occupancy rate of 99% over the last 3 months. This is especially notable during the periods of Stay Home and Stage 1 for THA.

Other PHAs are reported to be struggling in this area earlier in the year, some with occupancy in the mid to high 70s.

These numbers reflect the dedication by the PM staff to their work and to our mission to house our clients, even under extreme circumstances.



3.2 Tenant Rent Payments

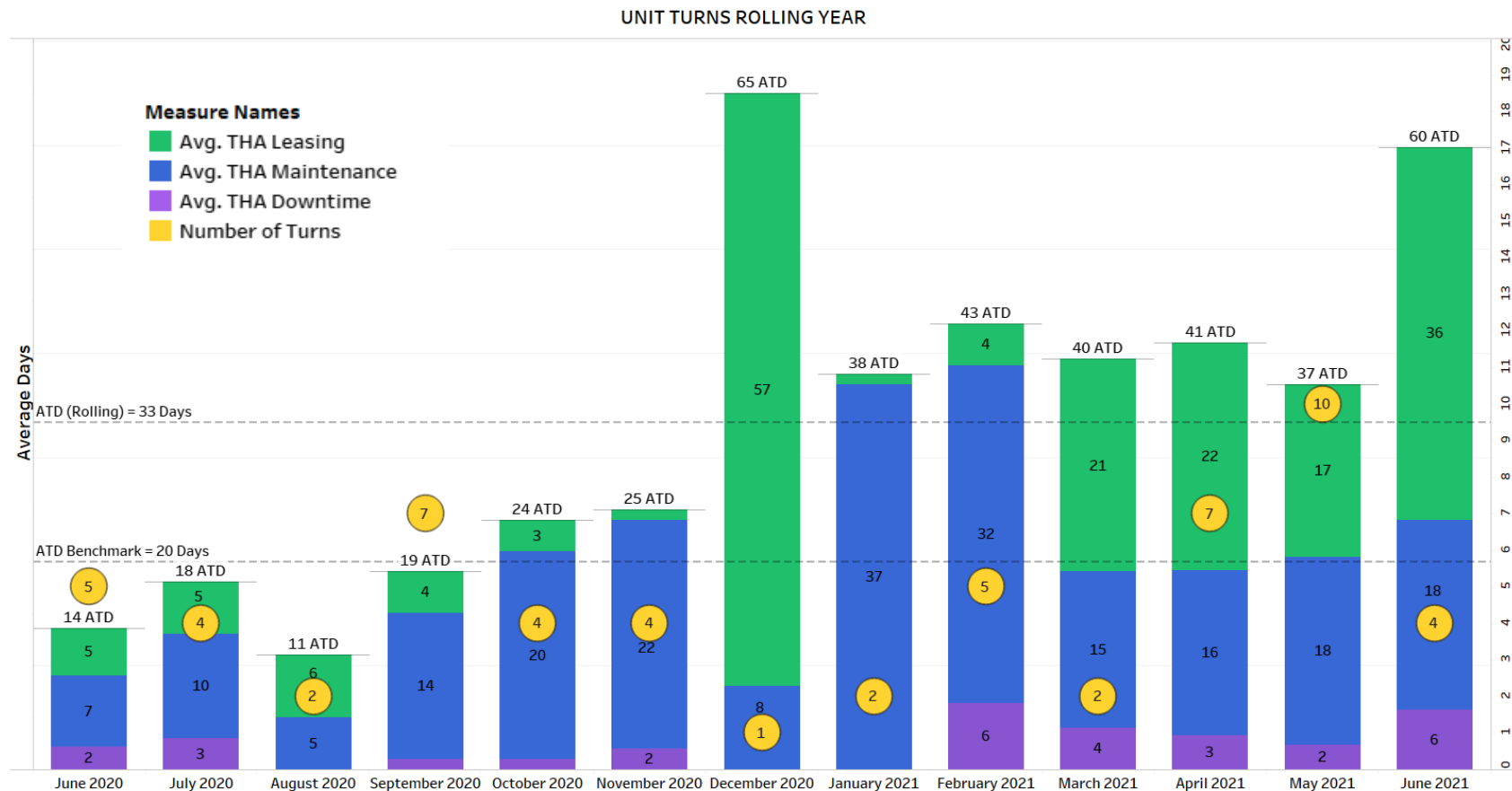


The Rent Collection chart provides the average percent of rent collected through the last day of each reporting month by year and property group. If a unit is vacated and occupied by a new tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant) payments.

Rent Collection dropped significantly from June of 2019 to June of 2021. Fortunately, there are funds available to assist families in paying arrears and possibly getting ahead.

3.3 Vacant Unit Turn Status

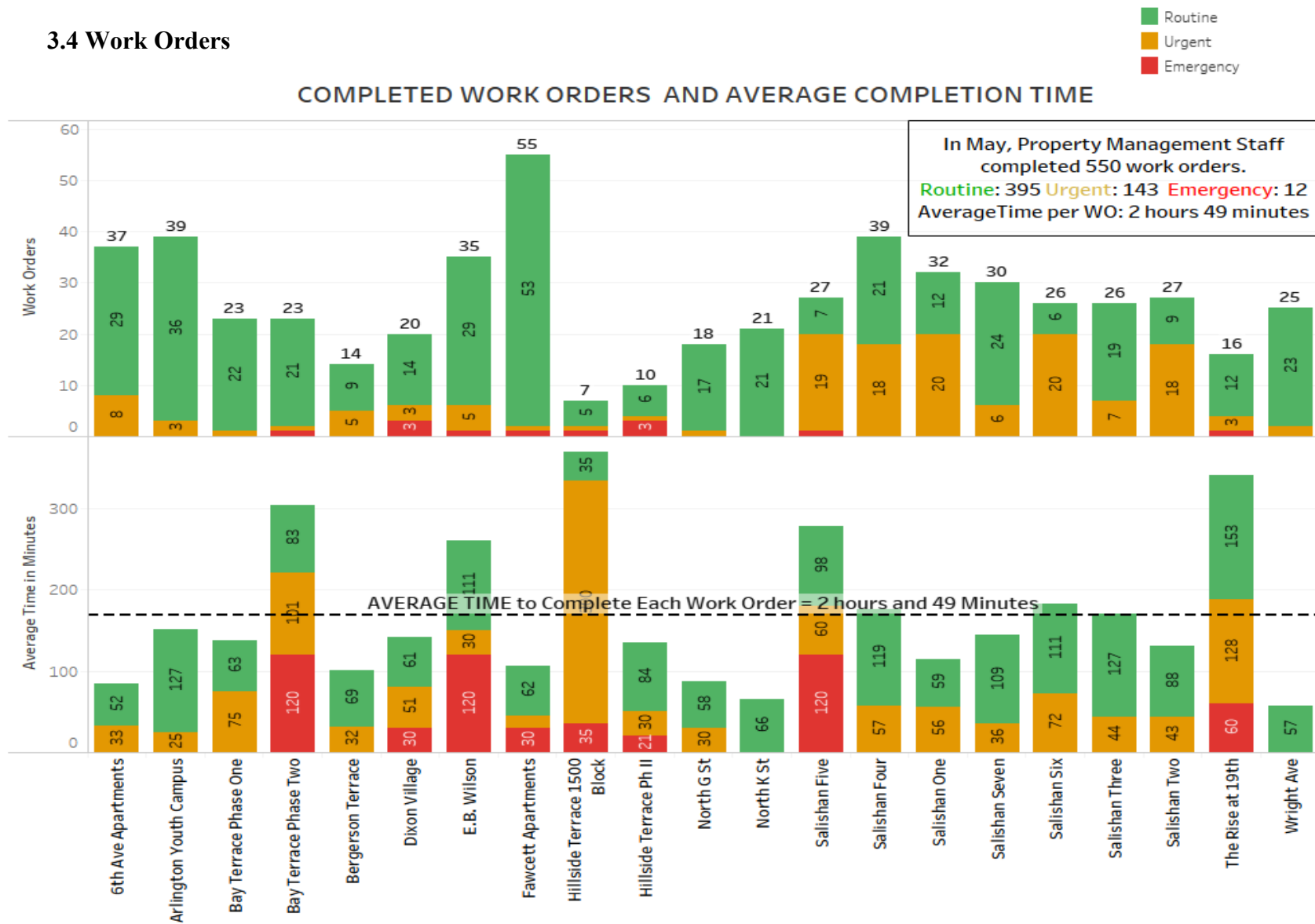
As of month ending June 30st, 2021

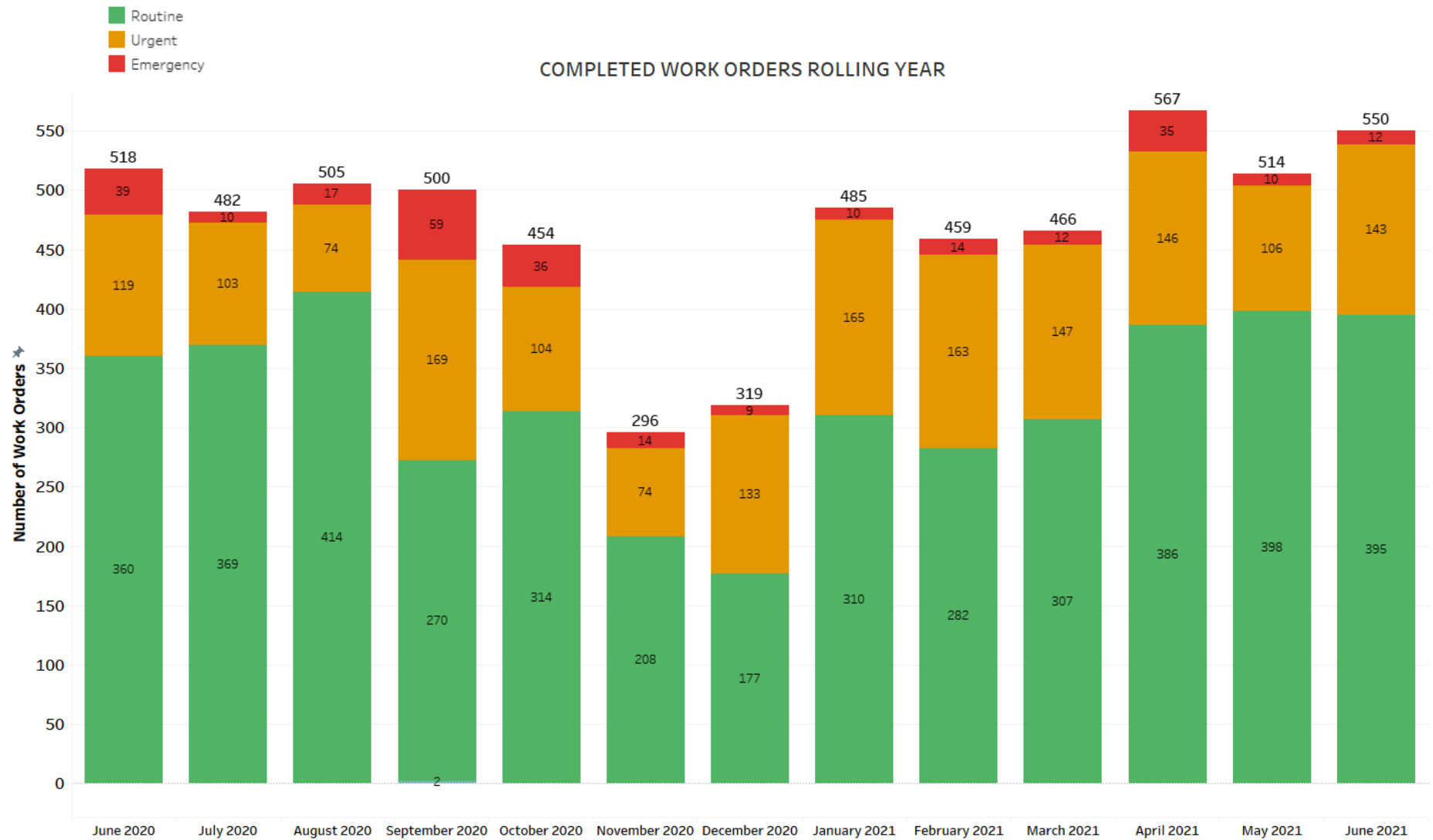


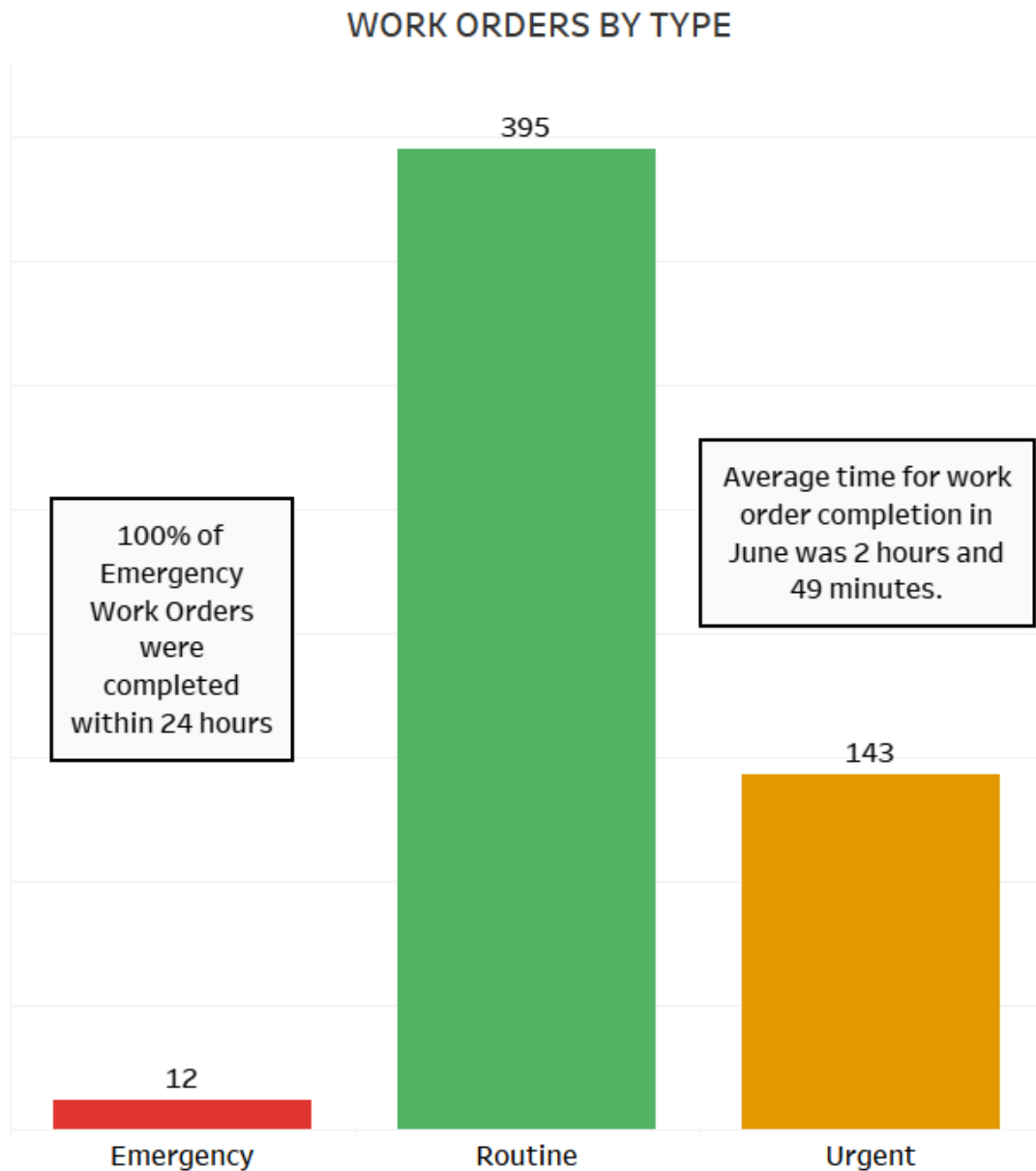
This data reflects the collective efforts of the Turn and Leasing teams to maintain a monthly benchmark of 20 days or less. The turn average for the maintenance portion of unit turn process for June was 18 days. Leasing struggled this month with a 36-day average which is a significant increase from the previous month.

Notwithstanding the challenges of closed offices, teleworking and social distancing, the teams worked hard to quickly house families as soon as possible. Property Management accomplished a rolling average turn days (ATD) of 33 days.

3.4 Work Orders







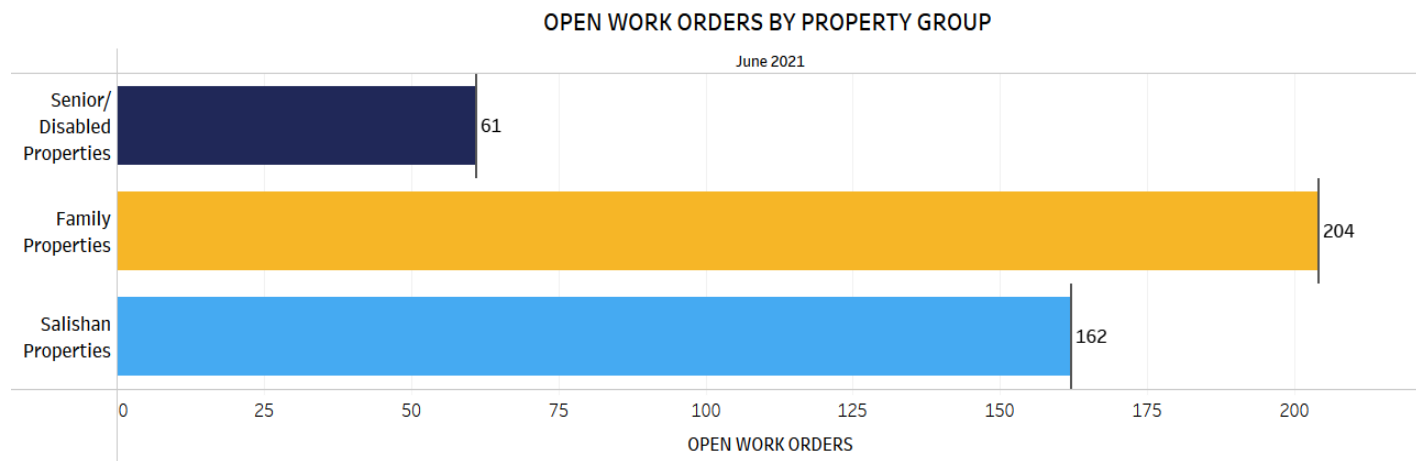
In the month of May, 100% of the 12 emergency work orders were completed within 24 hours and 143 urgent work orders completed within 72 hours. The average work order completion time across the portfolio increased slightly this month from 2 hours and 25 minutes to 2 hours and 49 minutes.

We experienced a decrease in the number of emergency work orders this month. PM continues to hold all routine work orders, except for units needing emergent and urgent work. We are working on a plan for addressing routine work orders, which is contingent on COVID status.

Processes that PM has implemented in effort to improve customer service and safety during Coronavirus pandemic are:

- Prioritize emergency and urgent work orders during the Coronavirus pandemic until the State's Safe Start Plan and THA's Re-opening Stages permit us to continue with other unit routine work orders. Maintenance will assess all routine work order requests to confirm or re-determine priority status;
- Prior to entering any unit, staff will ask appropriate general health questions of the occupant to allow for an assessment of risk and wear appropriate PPE to further limit risk to self and others.
- Communicate any potential delays with procurement due to limits on availability of stock;
- Close work orders within 48 hours of completion; and
- Temporary HOLD on routine work orders until further notice.

The chart below outlines a total of 427 outstanding routine work orders within our 22 properties. This is a 6% increase of open work orders from last month. Some aged open work orders may rise to an urgent level which would explain a decrease or fluctuation from month to month.



May G.E.M. Award Winners



Cindy has been an amazing team member, ready to jump in and greet new tenants daily at the Rise. She assists with their needs and has easily stepped in to handle every task and speed bump that a new project sometimes brings. Cindy goes the extra mile in many ways, from hand delivering mail to tenants during the postal setup delay to preparing the new move in files, following the lease signing.

Thank you, Cindy, for going the extra mile every day!

Cindy Bergee, Property Specialist – The Rise



Steve Couch sets the standard for customer service, professionalism, skill, and humility. He is a great team player and works hard daily proving his value to THA.

Steve is receptive to new ideas and organizational change, challenges, and demanding situations while maintaining the ability and willingness to adjust to new and changing job assignments, personnel, operating conditions, and surroundings. His ability to work effectively in high-pressure, frustrating and crisis situations has proved to be invaluable.

Steve Couch – Lead Maintenance Technician – Salishan

June G.E.M. Award Winners



Tiffany Price – Property Manager – Bay Terrace

Tiffany has gone above and beyond and has guided her property through a recent series of unfortunate events, including 2 fires, which displaced 5 families.

In addition to the fires, Tiffany also assisted 2 families with receiving the ongoing services and support they needed following a shooting near the property earlier this year.

Tiffany is a quick thinker and readily springs into action to complete any task to help support her tenants. She works long hours, when needed and has been accommodating and flexible in doing so. Her dedication has helped put many residents at ease and going the extra mile has become part of her DNA.



David Doty – Maintenance Technician – Turn Team

David Doty – David, ‘Doty’ as he is affectionately called by his team, is a quiet, but determined worker on our TURN Team.

Doty’s above and beyond efforts have saved THA thousands over the years, by utilizing his skill as a Master Carpenter, to help create a standard of quality and professionalism that has become synonymous with the standard for the THA maintenance team.



TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: July 28, 2021

TO: THA Board of Commissioners

FROM: Roberta Schur and Karen Peterson
Interim Co-Directors of Real Estate Development

RE: Department Monthly Board Report

1. ACTIVE PROJECTS

1.1. James Center North

1.1.1. Background

THA purchased James Center North (JCN) because it offers a unique opportunity to acquire a property that is attractive to public and private developers. It is positioned to be redeveloped to provide both market rate and affordable rental housing in a mixed-use setting that is adjacent to a transit center and within walking distance of grocery stores, parks, and Tacoma Community College (TCC).

1.1.2. Capital Improvements

Minor capital repairs will be completed on an as needed basis to keep the property functioning. The goal to limit the capital investment into the buildings prior to redevelopment is being re-evaluated in light of THA's agreement to keep some of the buildings leased for another five to ten years. Electrical access has been installed to allow food trucks to operate on a semi-permanent basis.

1.1.3. Leasing

Although CB Danforth continues to market the available commercial spaces, COVID has affected leasing prospects. CB Danforth is surveying current tenants at the property to determine if they will have challenges paying rent, plan to seek a loan or funding through CARES and if not, why not. Four (4) current tenants are delinquent on rent for various amounts. Of those four, all have indicated they have applied for and expect to receive, COVID-related rent assistance from state or federal funds. Most businesses at James Center are small retailers, services and restaurants who are adversely impacted by the pandemic. Property Management and leasing staff continue to stay in close contact with all tenants and are prepared to work with them for repayment options.

Shoebox NW (Jimmy John's) has stated they will cease to attempt sub leasing the property since vacating it prior to COVID closures. They will also cease to pay rent.

This is a lease violation, and the tenant is still responsible for rent. Legal action is in process. The first hearing was to be held on July 16. The defendant filed their issue late and is still refuting any financial obligations. Legal action continues.

The YMCA has signed a lease extension. A new tenant, New Salem Baptist Church has signed a lease as well. THA staff also expects to temporarily license the vacant lot on site to a food truck company prior to sale of the parcel.

1.1.4. Predevelopment

Community outreach associated with the master plan has officially been completed. Ongoing communication with neighbors and businesses in the area is continuing as opportunities arise.

, THA staff are working with CB Danforth on the marketing package for the listing of the northeast parcel (~1 acres). We will be listing that for sale at the end of July/beginning of August. This will be the first of four parcels we will be selling to third party development partners. The listing will request information from interested developers such as proposed unit count, unit mix, target population, and amount of affordability. Developer experience and price will also be included in the submittal requirements. Selected developers will be expected to build according to the James Center Master Plan and Design Guidelines.

THA staff have begun the site plan approval process through the City of Tacoma. It is expected to be completed in August 2021.

Enterprise Community Partners staff have been updated with the financial impacts of the COVID pandemic and how it relates to the performance of James Center North. Currently, JCN has adequate revenue to continue paying interest due on the acquisition loan. Staff is talking with finance about the possibility of THA funds being used to pay the first loan installment that is due in October 2021. THA would receive the proceeds from the land sales to reimburse itself.

Staff is preparing to develop up to 150 units of affordable units that THA will own. Currently, we are planning on financing that would include a 9% LIHTC and a 4% LIHTC (also described as a 4%/9% combo). This combination of equity sources will allow the site to be developed all at once and offer a mix of deeply affordable units as well as rents that are affordable to households earning 60% of the AMI. This project plans to submit for 2023 LIHTC funding.

1.1.5. Operating Performance

Property cash flow is steady and work orders are minimal. Previously identified capital improvement repair items are being addressed regularly. Repair costs are consistent with feasibility estimates.

1.1.6 Branding

Staff has been working with the Brand Studio team at Ankrom Moisan to re-brand James Center North. During the process, several presentations were made to the West End Neighborhood Council to get their feedback and input. After a thorough process, we have selected Aviva Crossing. The brand narrative, possible logos and color scheme are below:

Brand Narrative:

Imagine a place that inspires the now and guides the future. An urban cultural hub that gathers and moves people, steeped in nature—reflecting the whole spirit of West Tacoma.

Imagine a destination that is both clear and intuitive—creating vibrant moments, days, and decades for residents, businesses, and visitors alike.

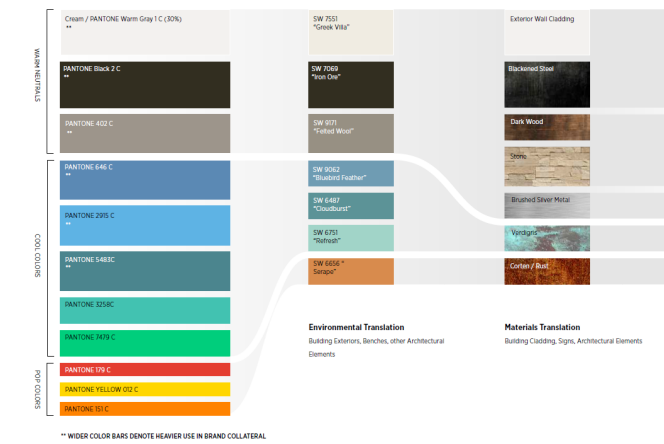
Imagine a place that fosters diversity, in all its unique combinations—giving cause for the new.

That place is Aviva Crossing.

Logo examples:



Color Palette (based on THA secondary colors):



1.2. New Look (aka Alberta J. Canada) Capital Planning and Resyndication

Staff has begun the process of decoupling the parking lot from the Alberta J. Canada (AJC) partnership. This action is to provide land for the Housing Hilltop project that has been planned. AJC has approximately 15 residents that require parking and they will be

allocated spaces at the parking lot behind Key Bank or nearby location.

1.3. Arlington Drive Youth Campus

1.3.1. Crisis Residential Center

The Crisis Residential Center is complete. Community Youth Services (CYS) took over the building mid-June. Staff are finalizing all the payments and reconciling the budget.

1.3.2. Arlington Apartments

Options for using the construction cost savings are being evaluated to ensure that these will not create any issues with the limited partner at exit. Conversations with BFIM have begun and focused on funding a services endowment that would not require BFIM approval to access. We explored increasing the replacement reserve; however, BFIM was concerned that THA would not expend all of the replacement reserve by year 15, which would affect THA's exit costs. THA was originally scheduled to provide a loan of \$130,000; however, there is concern about the performance of Kaba locks and if these cannot be addressed through the warranty process, additional funding will be needed. The THA loan may be used for this purpose and related options for funding are being identified. The loan was a THA commitment but not expected to be used. Since the project came in under budget, THA does not need to fulfill that commitment.

1.4. Hillsdale Heights

Last year, THA leased to the City a portion of THA's property at 60th and McKinley for the City's establishment of a Tiny House Village for homeless persons. The lease stated the conditions required of the village, e.g., required only tiny houses; amenities, no tents; security; services, community consultation. The City contracted with the Low-Income Housing Institute (LIHI) to create and manage the village. The lease expires on December 30, 2021. The experience has been very positive. The City and LIHI have performed very well. Neighbors have been impressed as well.

THA has let the City know of THA's willingness to extend the lease. Such an extension would not interfere with THA's development plans for the site. But the City has stated its intention to vacate at the end of 2021. THA will continue to encourage the City to consider keeping the tiny homes on this site, even if another site is identified. From our perspective, there is a great enough need in Tacoma to necessitate adding more sites and the City cannot afford to remove existing housing options.

1.4.1. Intergenerational Community

Staff is partnering with Bridge Meadows of Portland, OR to conduct a Feasibility Study to evaluate the development of two independent housing developments at the Hillsdale Heights property. The study focuses on THA developing on approximately half of the 7-acre parcel to produce 60-70 family orientated affordable housing units. The study will also focus on the sale of the remaining half of the parcel to Bridge

Meadows for their proposed development of an Intergenerational Community serving families with foster children and seniors.

In April 2021, THA and Bridge Meadows issued an RFQ/RFP for a feasibility study. Five proposals were received. The team of Walsh & SMR was selected. Staff has begun work with the THA/Bridge Meadow's team including Walsh and SMR architects for the feasibility study.

2. DEVELOPMENT PIPELINE PROJECTS

2.1. Hilltop Master Development Plan

There were two layers of community engagement for this project. In 2019, THA hosted four (4) homework groups and three (3) design labs. The homework groups reviewed the findings from the 2016 Housing Hilltop process and looked at macro level issues. Invitees included some neighborhood residents and those representing businesses, community organizations, and institutions in the Hilltop. The Design Labs were larger community events where specific design elements were addressed (i.e., the resident experience; exterior; community space). In addition, the community engagement specialists conducted outreach to traditionally under-represented communities to gather their input. Based on the feedback from these sessions, as well as input from staff and the THA internal design working group, a concept plan has been identified for the four buildings as well as activating the alley. The final plan calls for 237 units of housing in a mix of studio, 1-, 2- and 3-bedroom units. Each building has at least one floor of commercial uses; two of the buildings could have two floors of commercial use if sufficient interest is generated to support the commercial square footage. Three of the buildings are 6-stories and one is 4-stories tall. Approximately 84 on-site parking spots have been identified as well. The final draft of the Hilltop Community Framework plan was distributed to commissioners at the February meeting.

2.1.1. *Housing Hilltop*

THA staff has discontinued negotiations with Inland Development about options to develop three parcels in the Hilltop. Timing was the primary reason this decision was made. Staff is working on a design-build strategy that would reduce development costs and still deliver high quality housing for Hilltop.

By early August, the Housing Hilltop LLLP expects to enter into a Design Build contract with Walsh Construction. This project will have 1-, 2- and 3-bedroom apartments. This will be a 4% bond transaction; all units are projected to be at 60% of AMI. There will be two large buildings on either side of S 11th, each containing approximately 100 units. We are working on an MOU with Tacoma Urban Performing Arts Center (TUPAC) for a 10,000 sq. ft space on the KeyBank site (south of 11th Street). The north building will have resident amenity and commercial space. There will be approximately 95 parking spaces. Staff is working toward a Q1 2022 financial closing.

We plan to request tax exempt bonds through the Public Housing Authority's bond pool in January 2022. An allocation of these bonds provides an automatic 4% LIHTC allocation. This timing is critical as an allocation of bonds from this pool is very competitive.

2.1.2. Hilltop Lofts

The project closed on the financing for the project on July 21. Abatement work has already begun. Demolition is expected in mid- to late August. .

In keeping with the commitments made during the #DesignTheHill community engagement process, Horizon issued a Call for Artists to help elicit community input on the exterior façade and public art piece. All interviewees were Hilltop residents. THA staff was on the interview panel and will be stay involved with this aspect of the design.

2.1.3. Commercial Tenants

THA and Hilltop Housing Alliance (HHA) have been working with Tacoma Ministerial Alliance (TMA) to relocate Sam & Terry's and Mr. Mac. Their new location is 1310-1312 MLK. They relocated in mid-April.

2.2. City of Tacoma 311 and Community Mobilization

Planning for the next Hilltop Business Crawl event is in full swing. In partnership with the Hilltop Action Coalition and the Hilltop Business Association, this reimagined event will be expanded to include more community engagement activities including health-focused and family friendly booths and activities. The event will be called the Hilltop Summer Splash and will include the Hilltop Business Crawl as well as a Hilltop Block Party, which will be sponsored by Hilltop Business Association.

MLK will be closed along the commercial corridor and will encourage community members to shop at local businesses, connect with community and have access to information and resources. The online virtual marketplace will also be available for the event, which will list participating Hilltop businesses and vendors in an easy to find place for community members to shop. Additionally, there will be several community events during the week leading up to the Hilltop Summer Splash. The new Activate Hilltop website will be launched prior to the event to increase traffic and help community members navigate resources and information.

2.3. Hilltop Eco District

Staff worked with the Eco District's staff through the latter half of 2020 to do a set of workshops for community leaders on forming an Eco District. We held those workshops in October (virtually) and for those sessions, nine people have volunteered to be on the Leadership Team for the Eco District. They initially committed to meeting monthly for the first half of 2021 to set the foundation, establish governance and identify the priority issues for the organization. All members have re-committed to this effort for the next six months. THA is working closely with Hilltop Action Coalition (HAC) on this effort. The

Leadership Team currently has 14 participants. The purpose statement has been crafted and we are now identifying action items for the next 6-12 months.

2.4. Shiloh Baptist Church

RED staff have been meeting with Pastor Christopher since early 2019 to discuss the possibility of helping Shiloh redevelop their non-church land. They have 5 single family homes. Two of the homes have been subdivided to assist 12 individuals with housing. In September 2019, staff made a presentation to the church's senior leadership to discuss what was possible on the site, explain the development process and present the terms of a Memorandum of Understanding (MOU). Shiloh signed the MOU in October. THA will be acting as a development consultant in this transaction. Shiloh was awarded predevelopment funding from Impact Capital and One Pierce. In total they plan to develop 60 units of new housing. We were able to secure \$2.1M in the capital budget through the legislature in 2021. Applications were submitted to the City of Tacoma and Pierce County in June. We plan to submit an application to the Housing Trust Fund in September and Finance Commission in November.

2.5. Gault School Site

On January 7, 2020, THA entered into a Letter of Interest with Tacoma Public Schools for the acquisition of the Gault School site. In September 2020, THA made the decision to discontinue its pursuit of the Gault Middle School because of the inability to secure funding for stage one work amid the current pandemic-impacted economy. Discussions are continuing with Tacoma Public Schools (TPS) and others about options for Gault. These include a role THA may play if the school is demolished.

2.6. Renew Tacoma Housing LLLP

The entire \$3,452,000 has been released to THA. It is anticipated that THA will receive the \$548,000 currently held in escrow by the end of July.

3. Tenant Improvement

3.1. 902 First Floor TI

Construction at the 902-1st floor Administration Building is underway. Demolition activities are 90% complete. Metal framing will follow demolition. Construction is estimated at 12 weeks. New furniture installation is planned in September. The 1st floor should be ready for occupancy in October upon approval from the Emergency Operations Committee.

4. Acquisitions

- 4.1.** THA is negotiating the terms of a Purchase and Sale Agreement to acquire a property in North Tacoma. THA entered into an LOI with the seller of a property in Central Tacoma; however, the seller selected its final offer from a cash buyer that was also able to close within a condensed period of time. Additionally, the timeframe for entering into a purchase and sale agreement for a previous property in South Tacoma expired, so the

owner is listing the property on the open market. Two new properties have come to our attention that have some promise, as they are well located.

5. Primary Projects

PRIMARY PROJECTS						
	Priority	Description	# Affordable Units	Innovation	Timeframe -Funding Notes	RED Staff
<u>James Center North</u>	1/1.5	Master Plan and redevelopment of retail strip. Anticipated 600 units, with at least 150 THA developed affordable rentals. Public/private partnership as land will be sold to development partners who agree to providing housing under the design guidelines.	150	Evaluating a Design Build approach to reduce costs for the affordable units. Under this approach, all architects, consultants, and others are overseen by the general contractor. THA would have final approval on all design, materials, etc. At this time, this approach could reduce costs by 10-20%. Evaluating for a combination 4% to 9% LIHTC. This project will need PBV's or Faircloth. Sell parcels to private sector partners who agree to develop within parameters of design guidelines and request a set aside of at least 20% of units as affordable to HH's at 80% of the AMI or lower. Proceeds to retire REDI and LAP loans.	Apply for funds - 4%/9% combo apply in 2022 or 2023. GAP funding HOME/CDBG Completed by 2025. <i>Project will require PBV's or Faircloth.</i>	<u>Robertta, Josh, Kim, David, Stacey</u>

<u>Hilltop Housing</u>	1	Proposal to develop 200-239 multifamily units with a mix of 1, 2, 3BR and commercial space (required by zoning). This is a 4% tax credit deal, so initially focused on households earning up to 60% of the AMI demand.	200	Inland would construct and oversee the initial lease up. THA and Inland would be members of the LLLP and THA would purchase Inland's interest within three years of placed in service. Inland will develop without mark up on construction. In lieu of the construction mark-up, they would receive a managing member buy out. Funds for the buy-out would come from the Developer Fee and THA. FPI as third-party manager.	<p>Apply for bonds by January 2022 and expect to close by March 2022.</p> <p>Complete by early 2024.</p>	<p>Roberta, Alyssa, Lisa *David/Cindy- to participate in design meetings. Cindy to coordinate with FPI for Property Management</p>
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<u>Shiloh Baptist Church</u>	1	THA -development consultant for Shiloh.	60	Several local churches have land in which they are interested in developing as affordable housing. This partnership will demonstrate how this may be achieved. Shiloh currently offers housing for a similar population. 60 units are planned.	Shiloh to receive \$2.1M in state set aside funds. 2022 9% LIHTC Application complete 2024. <i>Project would benefit from PBV's.</i>	<u>Robert</u> a, Alyssa, Lisa, David Kim
<u>P1500 Block</u>	2	This will be a redevelopment site. Planning 53 one and two-bedroom units. Initial plan calls for senior housing as new housing for seniors has not been added and is in demand	50	Site may be appropriate for a super-efficient, manufactured design product.	Planning started. 2022/2023 finalize construction/financing approach. Good site for new funding options (i.e., HOME possible 202 and State \$\$). <i>Faircloth or PBV's needed.</i>	<u>Vickie</u> , Kim, Construction PM, Stacey
<u>2300 Block</u>	2	The 2300 Block is due for an interior and exterior refresh. Re-syndication is unlikely given the competition for bond cap. Anticipate federal funding through the infrastructure/stimulus package that could be used for upgrades.		Ideally undertake the renovation concurrently with the redevelopment of the 1500 Block.	Finalize the capital plan and solicit for a GC and obtain baseline cost estimates 2021. Begin rehab, including relocation activities 2022-23. HOME and/or CDBG Funds.	Vickie, Karen P. Stacey, Cindy, Construction Manager. Will need relocation support.

<u>Forterra/Rite Aid</u>	3	<p>Forterra acquired the Rite Aid site and is planning 400 units. Of these, 100 +/- will be affordable rentals. The balance will be developed as market rate apartments and affordable equity coops at 80% of the AMI.</p> <p>Forterra has asked THA to develop the rental housing. As currently planned, this would be a turn-key project.</p>	100	<p>This will be developed using cross laminate timber, which should be structurally sound and exceed environmental sustainability goals. Forterra would like to develop and sell to THA. Feasibility is on-going.</p>	9% LIHTC. Timeframe TBD	<u>Roberta, Alyssa, Lisa, Kim</u>
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<u>Hillsdale Heights/Bridge Meadows</u>	3	This is a 6+acre parcel. LIHI is currently using a portion of the site for tiny homes. We are in discussions with Bridge Meadows about developing intergenerational housing at this site. Bridge Meadows would purchase the land for their development and THA would hold land for future multifamily units.	75	In 2021, work with Bridge Meadows to develop a proposed site plan that will identify ways to jointly develop infrastructure, construction timing, potential to share parking and community amenities.	Apply for 9% LIHTC funds for THA portion in 2024. Could accelerate with additional funds through stimulus. Project completion 2026. <i>PBV's or Faircloth will be needed.</i>	<u>Steve</u> , Kim, Stacey, Construction PM
<u>Salishan Core</u>	5	Mixed use building. Possible location of additional THA offices and community spaces, with one-bedroom units making up the upper floors.	50	Envision a mixed-use development that would include additional THA offices, possible community spaces, commercial kitchen. One-bedroom units needed at Salishan to for households whose household size has decreased.	2026 9% LIHTC for housing. This project could accelerate depending on funding opportunities and priorities with funding.	<u>Steve</u> , Vickie, Alyssa, Kim, Lisa

<u>Acquisitions</u>	Recurring Priority 1	Acquire class B/C properties that offer reasonable rents and have sufficient income to take on new debt and cover operating expenses. Often, without property taxes these become financially viable for THA. The goal to acquire one property annually will be accelerated due to housing need and funding available to address this need. These will be class B/C properties that will retain affordability over time by not increasing rents at the same rate as found in the private market. These properties generate revenue for the agency.	500	<p>The Greater Tacoma Community Foundation has investors interested in providing equity to acquire properties. Sources of equity have been the greatest challenge to acquiring properties.</p> <p>Another \$5M from State Set-aside. Additional funding anticipated from the feds through to the state and local governments. Will likely require third party management. Rapid Acquisition Team and process will be in place.</p>	This project could accelerate depending on funding opportunities and priorities with funding.	Cindy, Josh, David, Vickie, Kim, Stacey
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<u>Redevelopment/Future Development Prospects</u>	1 (acq)	Retail strips are being redeveloped across the country. One advantage is the revenue these retail areas generate while redevelopment plans are crafted and put into play. Opportunity to engage in public/private partnership for the redevelopment and have a long lead time for planning. Redevelopment planning in five years, with execution in 7-10. This is a locally owned retail area, which has advantages for how the property could be acquired.			Planning Redevelopment:	
	1	Broken Spoke - retain affordability of ten units on MLK, retain affordable commercial.	10	Retain affordability of 10 rental units. Use as Pilot to grow BIPOC capacity to own, manage and access capital. Could be done through a master lease with intention to transfer ownership at a future date. Control alley adjacent to Housing Hilltop Project	2021	<u>Robert</u> , Alyssa, Cindy, Kim

	4	Michael's Plaza	200+	We have been approached about the possibility of acquiring a large retail area near the Tacoma Mall with a retail area of 15 acres +/- that could be acquired and developed over time. Current retail would need to be sufficient to cover new loan needed to purchase the property. RED is evaluating the potential of this project as a future redevelopment site, options to create public/private partnerships for the redevelopment and have a long lead time for planning, identifying sources of financing and equity and timeframe.	2021 Acquisition -2026 Redevelopment	<u>Cindy</u> , Karen P. Kim, Josh, Stacey
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TACOMA HOUSING AUTHORITY

HUMAN RESOURCES



TACOMA HOUSING AUTHORITY

DATE: July 28, 2021

TO: THA Board of Commissioners

FROM: Lorraine Viers
Director of Human Resources

RE: Human Resources Board Report

1. HUMAN RESOURCES, FIRST HALF OF 2021

I'm excited to present my first board report to you, although it will be pretty brief since I haven't been with the agency for very long and I haven't quite had the chance to catch my breath! The HR department is undergoing huge turnover this year. Our longtime Human Resources (HR) Director, Barbara Tanbara, has recently retired and is enjoying spending time with her family. Our HR Manager, Amanda Parent, has left the agency to pursue a life on the road, traveling around the US in an RV with her husband and three children. Tanya Sigler has accepted a job with an international organization, which fits into her plans to move to Italy in 1-2 years! Sharrall Madden and I will hold down the fort while we quickly find replacements.

One of the main areas of focus so far this year has been the performance review process. The managers have been using an outdated system which was cumbersome and unreliable. Thankfully, the HR team has converted the existing performance review questionnaire into a new system. The new system is much easier for managers to work with. It will enable the reviews to be conducted within deadlines so that employees can receive feedback during their annual anniversary.

Another focus has been getting ready for employees to return to work. A new telecommuting policy is being developed for those who wish to continue to telecommute once the pandemic has subsided. Processes are being discussed on how to administer the Washington State Labor and Industry's requirement for allowing staff to take masks off when they've been fully vaccinated. THA is taking a cautious approach and is keeping the safety of our staff in mind before having them return to the office.

Finally, there has been great effort on the part of HR staff in managing the number of staff who are leaving and coming to THA. This entails updating or creating new job descriptions, assigning job classifications, posting jobs on appropriate job sites, screening job candidates, working with managers on final selection, background checks, determining compensation, and onboarding the employee with new hire paperwork and benefit enrollments. This has been an incredible feat as you will see with the number of new staff THA has hired in the Recruitment and Staffing section of this report. The list does not include the many internal transfers that also happened during this time. With the Executive Director leaving, this has brought on another level of recruitment which you will read further in this report.

2. GRIEVANCES / COMPLAINTS

There were no union grievances or EEOC complaints filed between January-June 2021 and there are no open or unresolved claims pending.

3. COMPLIANCE

My being new to THA and having new HR staff coming on board will bring fresh eyes to see if there were any compliance blind spots in our programs and processes. The first objective is to make sure we are following current employment laws and our current policies and collective bargaining agreements. We can then evaluate if there are any changes needed to ensure compliance is maintained throughout the human resources programs.

4. RECRUITMENT AND STAFFING

The first half of 2021 has been a busy time in recruiting for the agency. Following is a summary of activities so far this year.

4.1. New Hires

Name	Job Title	Hire Date
Burgess, Shannon Nicole	ACCOUNTING SPECIALIST	02/20/2021
Tolley, Nicholas D	MANAGER OF COMMUNICATIONS AND MARKETING	03/15/2021
Morse, William E	ASSOCIATE DIRECTOR - CHIEF INFORMATION OFFICE	03/29/2021
Djordjevic, Natasha	PROPERTY SPECIALIST	03/31/2021
Bowman, Karessa	RISK MANAGER	04/12/2021
Green, William	MAINT. SPECIALIST	04/12/2021
McAfee, Robert Connell	CASE WORKER	04/12/2021
Kennedy, Laurel	CASE WORKER	04/13/2021
Scarff, Sheldyn	OFFICE ASSISTANT	04/19/2021
Bigelow, Sandra Lynn	CONTRACTS AND PROCUREMENT MANAGER	04/26/2021
Ragnarok, Tony	MAINTENANCE SUPPORT TECH	05/04/2021
Viers, Lorraine	HUMAN RESOURCES DIRECTOR	05/17/2021
Windsor, Robin	ACCOUNTING SPECIALIST	05/17/2021
Owomoyela, Erik A	DIGITAL CONTENT SPECIALIST	06/01/2021
Ricci, Lacie	OFFICE ASSISTANT	06/01/2021
Ruiz, Fernando	PROGRAM MANAGER	06/01/2021
Foley, Angel P	MAINTENANCE SUPPORT TECH	06/09/2021
Alcantar, Alexandria	OFFICE ASSISTANT	06/21/2021
Horne, Michael A	IT SUPPORT SPECIALIST	06/21/2021
Stutman, Daniel R	DATA ANALYST	06/21/2021

4.2. Current Interim Roles

Position	Staff
Interim Executive Director	Black, April
Interim Deputy Executive Director	LaRocque, Julie
Interim Director of Finance	Deitz, Richard
Interim Director of Real Estate Development	Peterson, Karen
Interim Director of Real Estate Development	Schur, Roberta
Interim Director of Rental Assistance	Thompson, Alessandra
Interim Director of Policy, Innovation and Evaluation	Escudero, Katie
Interim Associate Director of Rental Assistance	Ydstie, Adam F

4.3. Staff who have left THA during the first half of 2021

NAME	JOB TITLE	TERMINATION DATE	REASON
Wirth, Brandon M.	MANAGER OF COMMUNICATIONS AND MARKETING	01/15/2021	NEW JOB
Adams, Harvey	SR. PROJECT MGR-SR CONSTR MGR	02/26/2021	RETIRED
Ramirez, Celeste	IT - PROJECT MANAGER	03/11/2021	NEW JOB
Rossini, Jennifer L	PROPERTY SPECIALIST	03/12/2021	NEW JOB
Mesker, Jase R	COMPLIANCE AUDITOR	03/26/2021	PERSONAL REASONS
Pittman, Ava	PLANNING AND POLICY ANALYST	06/09/2021	PERSONAL REASONS
Beck, Jessica L	PROGRAM MANAGER	06/18/2021	RELOCATION
Tanbara, Barbara	HUMAN RESOURCES DIRECTOR	06/18/2021	RETIRED
Forslund, Catherine	HOUSING SPECIALIST	06/25/2021	RETIRED
McCormick, Kathy A.	DIRECTOR OF REAL ESTATE DEVELOPMENT	06/28/2021	RETIRED
Yakimenko, Mariya	CASE WORKER-CSS	07/01/2021	RETIRED
Mirra, Michael	EXECUTIVE DIRECTOR	07/05/2021	RETIRED
Parent, Amanda M	HR MANAGER	07/07/2021	RELOCATION
Green, William	MAINT. SPECIALIST	07/09/2021	NEW JOB

5. Executive Director Recruitment

HR is also busy helping with the recruitment of the Executive Director by assisting the Executive Search Consultant, Stan Quy, who's from The Organizational Leadership Edge (TOLE). In early June, the Board of Commissioners met with the consultant to develop a recruitment plan, candidate profile, and marketing materials. Stan Rumbaugh and Derek Young volunteered to serve as the Executive Director Search Committee.

In mid-July the ED Search Committee met with the consultant and reviewed applications. Several top candidates were selected to be interviewed virtually. The finalists will come to Tacoma for in-person interviews with the entire board. There will also be an opportunity for stakeholder input during this time. Following is the Executive Search timeline, which

illustrates the Search Committee is on schedule to hire a new Executive Director by the end of August.

	Complete	Start Date	End Date
1. Decide whether to use Executive Recruitment Firm	Yes	05/24/2021	06/01/2021
- 2. Select Executive Recruitment Firm	Yes	05/24/2021	06/01/2021
2.1 HR reviews quotes and makes recommendation to	Yes	05/24/2021	06/01/2021
2.2 Decide on Internal or External Recruitment	Yes	05/24/2021	06/01/2021
- 2.3 Submit Service Contract to Contracts/Procurement	Yes	05/24/2021	06/01/2021
2.3.1 Complete and sign contract with Executive Search	Yes	05/24/2021	06/01/2021
- 3. Recruitment Plan	Yes	05/24/2021	06/11/2021
3.1 Facilitate Consultant's Meeting with Board to discuss	Yes	05/24/2021	06/01/2021
3.2 Schedule and hold an Open Board Meeting to Review	Yes	05/24/2021	06/11/2021
- 4. Develop Recruitment Materials	Yes	06/01/2021	06/11/2021
4.1 Update position description	Yes	05/24/2021	06/01/2021
4.2 Facilitate designing the candidate brochure	Yes	06/01/2021	06/11/2021
4.3 Assist Consultant in writing the Job Announcement	Yes	06/01/2021	06/11/2021
- 5. Recruit	Yes	07/18/2021	07/18/2021
5.1 Post recruitment materials on THA website	Yes	06/14/2021	06/28/2021
5.2 Create Job Posting in Neogov	Yes	06/14/2021	06/28/2021
5.3 Post job announcement on industry job sites	Yes	06/14/2021	06/28/2021
5.4 Consultant reaches out to contacts and possible candidates	Yes	06/14/2021	07/12/2021
- 6. Candidate Review	No	07/16/2021	08/02/2021
6.1 Consultant receives and screens applications	No	07/19/2021	07/26/2021
6.2 Consultant will present top applicants to the Board	No	07/19/2021	08/02/2021
6.3 Board will select candidates to interview	No	07/26/2021	08/02/2021
- 7. Interviews	No	07/19/2021	08/13/2021
7.1 Consultant will set-up candidate interviews	No	07/19/2021	08/13/2021
7.2 Board will interview candidates over Zoom	No	07/19/2021	08/13/2021
7.3 2nd Interview with Board	No	08/02/2021	08/13/2021
7.4 Q&A with Cabinet with other stakeholders	No	08/02/2021	08/13/2021
- 8. Final Candidate Selection	No	08/02/2021	08/23/2021
8.1 Employment Agreement negotiations begin	No	08/16/2021	08/23/2021
9. Finalize Employment Agreement (signed) and Start Date	No	08/31/2021	08/31/2021

6. HR FOCUS FOR THE REMAINDER OF 2021

Besides staffing and recruiting, one area the HR department will focus on for the remainder of 2021 is improving the recruitment process. Currently the process is heavy on hiring managers. The HR team hopes to streamline the process and provide a high quality and diverse pool of candidates.

Another focus will be the compensation program. The first step is making sure we have accurate and updated job descriptions so that classifications can be reviewed. The HR team

will then hire a compensation consultant to review the job descriptions and give us recommendations for any changes of classifications. THA will bargain with the OPEIU and Trades unions to review the compensation program as a whole to see where improvement can be made.



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-07-28 (1)

Date: July 28, 2021
To: THA Board of Commissioners
From: April Black
Interim Executive Director
Re: Emergency Housing Vouchers Services Contract

This resolution would authorize Tacoma Housing Authority (THA) to enter into a contract for services required for Emergency Housing Voucher (EHV) participants with Pierce County Human Services and would permit THA to scale the contract amount to meet the needs of future EHV allocations through December 31, 2023.

Background

The 2021 American Rescue Plan Act created the Emergency Housing Voucher (EHV) program funded through the US Department of Housing and Urban Development (HUD) and administered by local housing authorities. To date, Tacoma Housing Authority (THA) received one-hundred thirty-five (135) EHV's. The federal rules for the EHV program require THA to take referrals of clients for these vouchers directly from the Coordinated Entry system and to enter a Memorandum of Understanding (MOU) with the Continuum of Care (CoC) to establish a partnership for the administration of the EHV program. This month, THA, the CoC and Pierce County Human Services (PCHS) will execute an MOU that defines the operational requirements and commitments of the EHV program and its partners.

Federal rules also require an offer of housing search assistance for all EHV participants.

Housing search assistance can help EHV participants successfully move to areas of higher opportunity, as well as broaden the pool of landlords participating in the EHV program, including culturally or racially diverse landlords and landlords with smaller numbers of units. HUD has established as an alternative requirement that the PHA must ensure housing search assistance is made available to EHV families during their initial housing search. The housing search assistance may be provided directly by the PHA or through the CoC or another partnering agency or entity.

Housing search assistance is a broad term which can include many activities, but with respect to this requirement it must at a minimum (1) help individual families identify potentially available units during their housing search, including physically accessible units with features for family members with disabilities, as well as units in low-poverty neighborhoods, (2) provide

transportation assistance and directions to potential units, (3) conduct owner outreach, (4) assist with the completion of rental applications and PHA forms, and (5) help expedite the EHV leasing process for the family. Other recommended, but not required, housing search activities include helping individual families identify barriers to leasing (e.g., low credit score, evictions history) and strategies to address these barriers, workshops on how to conduct an effective housing search, enhanced support for portability processing, regular proactive check-ins for families searching with a voucher, regular reminders to the family of their voucher expiration date and extension policies, and a dedicated landlord liaison for EHV voucher families. (Notice PIH 2021-15)

This contract will serve eligible EHV participants who are homeless and households at risk of homelessness. THA will administer the voucher program and Pierce County Human Services will provide the following services:

1. Application, Eligibility & Securing Documentation Services

To assist clients in completing applications and obtaining supporting documentation required for referrals. These services are intended to support the facilitation of a complete referral to THA.

2. Housing Locator & Other Services Necessary to Secure a Unit

To facilitate the successful lease-up of EHV participants.

THA will use HUD funding to allocate the majority of the Emergency Housing Voucher Service Fee to PCHS. HUD provides \$3,500 per voucher allocated to THA. THA's initial allocation is 135 vouchers. THA's allocation could increase and if so, the service fee will increase.

This fee will be allocated to the PHA once the PHA's CACC is amended to reflect the EHV funding obligation. The amount allocated to each PHA will be equal to \$3,500 for each EHV allocated to the PHA. Note that the services fee amount is not tied to each voucher, but instead is the combined total of the services fees are available to the PHA to design a menu of services that will best address the leasing challenges faced by the EHV eligible families in the PHA's community. The PHA may use the services fee to provide any or all of the defined eligible uses to assist families to successfully lease units with the EHV's. (Notice PIH 2021-15)

Additionally, THA will pass on a portion of the HUD funded expedited leasing placement fee (incentive fee) to PCHS that may be used for eligible administrative costs and/or services.

THA's maximum payment to Pierce County Human Services will depend on successful utilization but shall not exceed:

- The EHV service fee funding amount (estimated to be \$472,500); and
- the expedited leasing incentive fees not to exceed 10% of the service fee funding amount (estimated to be \$47,250). Incentive fees depend on successful utilization, the maximum THA would pay for the initial allocation of 135 voucher would be \$47,250)

THA will scale the contract amount to meet the requirements of any additional EHV's HUD may award.

The initial contract term will be July 1, 2021, through December 31, 2023.

Recommendation

Approve Resolution 2021-07-28 (1) authorizing THA to execute a contract with Pierce County Human Services for the purpose of providing services to Emergency Housing Voucher participants as required by PIH 2021-15.



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-07-28 (1) (Emergency Housing Voucher Services Contract)

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

Whereas, The Emergency Housing Voucher Program was established by the American Rescue Plan of 2021; and

Whereas, A collaboration between THA, Pierce County Human Services and the Tacoma/Lakewood/Pierce County Continuum of Care was established to administer the program; and

Whereas, Emergency Housing Vouchers will serve homeless households and those at risk of homelessness; and

Whereas, HUD requires THA to offer participants assistance in securing housing; and

Whereas, Voucher holders struggle to find and secure rental units in Tacoma's current housing market; and

Whereas, The Covid-19 pandemic and impending end of the State's Eviction Moratorium may exacerbate the difficulty faced by those searching for housing; 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 and directed to execute a contract with Pierce County Human Services to provide housing search assistance to Emergency Housing Voucher program participants.

Approved: July 28, 2021

Stanley Rumbaugh, Chair

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-07-28 (2)

Date: July 28, 2021
To: THA Board of Commissioners
From: April Black
Interim Executive Director
Re: Purchase of IT Equipment

This resolution would authorize the purchase of IT Equipment in excess of what was budgeted for 2021.

Background

Tacoma Housing Authority (THA) has moved to remote work since the Covid Pandemic started. The laptops staff are using are a consumer grade model, the Dell XPS. This has caused a number of problems for staff. Consumer grade laptops are built with various parts that Dell has on hand when they are building them. They are also not built with higher quality components. This has been causing instability staff have been reporting. IT has negotiated a credit from Dell for the return of those laptops that are not functioning properly.

IT proposes to upgrade staff laptops to business class models, Dell Latitude. These laptops are made with consistent parts and do not have the same instability issues.

In addition, THA is also creating a shared office environment for staff to reserve the use of THA offices on a staggered basis in order to maintain social distancing. This creates the need for additional peripherals such as docking stations, monitors, etc.

IT has also identified the need for improvements to the IT server room necessary for disaster recovery in the event of a power outage. This includes adding a second electrical circuit and creating an uninterruptable power supply.

Recommendation

Approve Resolution No. 2021-07-28 (2) for the Purchase of IT Business class model laptops, additional monitors, docking stations and other peripherals, as well as installation of server room improvements. The resolution would authorize staff to spend up to an additional \$160,000 for IT equipment for 2021



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-07-28 (2) (Purchase of IT Equipment)

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

WHEREAS, Tacoma Housing Authority "THA" requires most staff to work from home due to social distancing due to Covid 19, and

WHEREAS, THA plans to continue a remote working environment due to limited space, as well as proven efficiencies and productivity staff are demonstrating, and

WHEREAS, regular use of laptops requires a more reliable model, or a business class model, and

WHEREAS, additional monitors, docking stations and other peripherals are also required to create shared office spaces for those reserving in-office time slots, and

WHEREAS, the current budget for IT equipment is \$84,000, and

WHEREAS, IT staff estimate the need to spend an additional \$60,000 this year on laptops and peripherals, and

WHEREAS, IT staff estimate the need to spend an additional \$100,000 this year on server room improvements, and

WHEREAS, exceeding budget by more than \$50,000 requires a Board resolution; now, therefore, be it

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

THA is

Approved: July 28, 2021

Stanley Rumbaugh, Chair

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-07-28 (3)

Date: July 28 2021

To: THA Board of Commissioners

From: April Black
Interim Executive Director

Re: Appointing the Acting Executive Director of the Authority

This resolution would authorize April Black as Acting Executive Director and grant her full authority to perform all actions of the Executive Director.

Background

Tacoma Housing Authority's (THA) executive director retired July 5, 2021. In order to ensure the continuation of operations, this resolution authorizes the Acting Executive Director and grants her the full authority granted the executive director, including but not limited to executing contracts and loan documents and delegating authority in her absence.

Recommendation

Approve Resolution 2021-07-28 (3) appointing April Black as Acting Executive Director and granting her the authority to perform all activities of the executive director.



TACOMA HOUSING AUTHORITY

HOUSING AUTHORITY OF THE CITY OF TACOMA

RESOLUTION NO. 2021-07-28 (3)

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF TACOMA, APPOINTING THE ACTING EXECUTIVE DIRECTOR OF THE AUTHORITY.

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF TACOMA as follows:

Section 1. Recitals and Findings. The Board of Commissioners (the “Board”) of the Housing Authority of the City of Tacoma (the “Authority”) finds and determines that:

(a) Consistent with RCW 35.82.045(8), the By-Laws of the Authority provide that the Board shall employ a Secretary, who is also the Executive Director.

(b) Michael Mirra, the former Executive Director of the Authority, resigned effective July 5, 2021.

(c) Pending the selection and appointment of a new Executive Director of the Authority, there is a need for an individual to serve as Acting Executive Director of the Authority.

Section 2. Appointment of Acting Executive Director. Pending the selection and appointment of a new Executive Director of the Authority, April Black is appointed to serve as Acting Executive Director of the Authority, with full authority to perform all actions that are authorized to be performed by the Executive Director of the Authority.

Section 3. Ratification and Confirmation. All actions of the Authority and its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Section 4. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED by the Board of Commissioners of the Housing Authority of the City of Tacoma at an open public meeting held on July 28, 2021.

HOUSING AUTHORITY OF THE CITY
OF TACOMA

Stanley Rumbaugh Chair, Board of
Commissioners

ATTEST:

Acting Executive Director

CERTIFICATE

I, April Black, the duly chosen, qualified and Acting Executive Director of the Housing Authority of the City of Tacoma (the “Authority”) and keeper of the records of the Authority, CERTIFY:

1. That the attached Resolution 2021-07-28() (the “Resolution”) is a true and correct copy of the resolution of the Board of Commissioners of the Authority as adopted at a meeting of the Authority held on July 28, 2021 (the “Meeting”), and duly recorded in the minute books of the Authority;

2. That in accordance with RCW 43.06.220, and the Proclamations of the Governor of the State of Washington, as extended by the leadership of the Washington State Senate and House of Representatives (a) one or more options were provided for the public to attend the Meeting remotely, including by telephonic access, and (b) the means of attending the Meeting provided the ability for all persons attending the Meeting to hear each other at the same time;

3. The public was notified of access options for remote participation in the Meeting via _THA website and social media and;

4. The Meeting was duly convened and held in all respects in accordance with law, and to the extent required by law, due and proper notice of the Meeting was given; that a quorum was present throughout the Meeting through telephonic and/or internet means of remote access, and a majority of the members of the Board of Commissioners of the Authority present at the Meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed; and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand on July 28, 2021.

HOUSING AUTHORITY OF THE CITY
OF TACOMA

April Black, Acting Executive Direct