



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

August 25, 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

ANNUAL MEETING Board of Commissioners

WEDNESDAY, AUGUST 25, 2021

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold its Annual Meeting on **Wednesday, August 25, 2021, at 4:45 pm** via Zoom.

<https://us02web.zoom.us/j/89161215681> / Meeting ID: 891 6121 5681 / 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 August 18, 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

UPDATED AGENDA **REGULAR BOARD OF COMMISSIONERS MEETING**

August 25, 2021, 4:45 PM

<https://us02web.zoom.us/j/89161215681> / Meeting ID: 891 6121 5681 / Dial: (253) 215-8782

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. GUEST COMMENTS**
- 4. COMMENTS FROM THE EXECUTIVE DIRECTOR**
- 5. ADMINISTRATION REPORTS**
 - 5.1 Policy, Innovation and Evaluation
 - 5.2 Administrative Services
 - 5.3 Client Support and Empowerment
 - 5.4 Rental Assistance
 - 5.5 Property Management
 - 5.6 Real Estate Development
- 6. ANNUAL MEETING**
 - 6.1 ELECTION OF OFFICERS**
 - 6.1.1 Nomination and vote of Chair of the Board of Commissioners
 - 6.1.2 Nomination and vote for Vice Chair
 - 6.2 APPOINTMENT TO STANDING BOARD COMMITTEES**
 - 6.2.1 Real Estate Development Committee
 - 6.2.2 Finance Committee
 - 6.2.3 Community Partnerships and Advocacy Committee
 - 6.2.4 Education, Housing, Services and Partnerships Committee
 - 6.2.5 Diversity, Equity and Inclusion Committee
 - 6.3 REVIEW OF BY-LAWS**
 - 6.4 COMMISSIONER ANNUAL CERTIFICATION**
- 7. APPROVAL OF MINUTES:** Minutes of July 28, 2021—Regular Meeting
- 8. FINANCE REPORT**
- 9. COMMITTEE REPORTS**
 - 9.1 Real Estate Development Committee
 - 9.2 Finance Committee
 - 9.3 Community Partnerships and Advocacy Committee
 - 9.4 Education, Housing, Services and Partnerships Committee
 - 9.5 Diversity, Equity and Inclusion Committee
 - 9.6 Executive Director Search Committee
- 10. NEW BUSINESS**
 - 10.1 THA BOC Resolution 2021-08-25 (1), Amendment to 902 1st Floor Construction Contract
- 11. EXECUTIVE SESSION:** Consider candidates for Executive Director position.
- 12. COMMENTS FROM THE COMMISSIONERS**
- 13. ADJOURNMENT**



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Acting Executive Director
Date: August 25, 2021
Re: Executive Director's Monthly Report

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

1. Diversity, Equity, and Inclusion

I have attached the email that I sent to staff this month. We have published a Request for Proposals (RFP) to assist Tacoma Housing Authority (THA) with this work. The Scope of Work and RFP were completed in consultation with the THA staff and the Board Diversity, Equity, and Inclusion (DEI) committee. The work will include a comprehensive assessment of THA's strengths, weaknesses, opportunities, and threats concerning DEI. Proposals are due September 6th.

2. THA Budget and Federal Funding

2.1. 2022 THA Budget

The 2022 Budget preparation is in full swing. Each department is preparing their budget while we are doing some broader agency priority setting. Building departmental and agency budgets is a complex process that staff are diligent to complete carefully. So, as to make sure they have the time they need you can expect to see our proposal in September.

2.2. FY22 Federal Budget

The Council of Large Public Housing Authorities (CLPHA) reported on August 9th that "Senate Majority Leader Chuck Schumer (D-NY) and Budget Committee Chairman Bernie Sanders (I-VT) unveiled a proposed fiscal year 2022 (FY22) Budget Resolution that authorizes over \$3.5 trillion in spending for a wide range of infrastructure projects, including \$332 billion for public and affordable housing. The budget resolution contains many of the economic ambitions important to President Biden and members of Congress that were left out of the "Infrastructure Investment and Jobs Act" that passed the Senate on a bipartisan 69-30 vote. Passage of today's \$1 trillion infrastructure bill targeting roads, bridges, ports, lead-based pipes, and broadband is the culmination of weeks of intense negotiations between the White House and a bipartisan group of Senators. Among Senate Democrats, the infrastructure bill is considered the first component of a process to improve the nation's economic vitality and President Biden's economic agenda."

We will be continuing to watch this and other federal budget news as it happens.

On a related note, CLPHA has announced that their Fall Conference will be held in person October 21-22 in Washington, DC. If any Commissioners are interested in attending, please let

Sha or me know. This will be a good opportunity to hear more budget news and to schedule time to advocate with our elected officials.

3. Discussions Regarding Pierce County Housing Authority

The Executive Director of Pierce County Housing Authority, Jim Stretz, and I have agreed to begin meeting weekly to discuss how the two agencies can work more collaboratively. We saw a small win this month when Aley Thompson was able to successfully negotiate a Memorandum of Understanding allowing THA to lease Emergency Housing Vouchers within Pierce County Housing Authority's jurisdiction. This will be a benefit for THA clients since there are more affordable housing options outside of Tacoma city limits.

Pierce County government has begun their analysis of Pierce County Housing Authority. Pierce County anticipates having initial information in mid-October. THA will stand ready for further conversations.

4. THA's Work in Emergency Housing

During recent Board meetings, questions have come up about how THA can be more active in responding to the growing housing insecurity within Tacoma. Specifically, how can THA help people camping on the streets of Tacoma? I wanted to provide a brief overview of the work THA is currently doing and potential solutions to come. In the detail you will see below, you will note that THA houses or helps to house over 1000 housing insecure or homeless households each year. We are working toward more options in the coming months.

4.1. Current Investments

Investments into Coordinated Entry

THA has been involved in many discussions about how to continue to intervene in the homeless crisis throughout our City. THA invests nearly \$1.3M per year in Pierce County's homeless response system. THA invests in systems that serve homeless and housing insecure single adults and families, as well as a separate system serving young adults 18-24 years old.

THA also provided \$1.2M for the Tacoma Schools Housing Assistance Program for McKinney-Vento Tacoma Public Schools families for the 2020-2022 school years.

In 2020, THA was able to help 159 unique households through these three investments.

Crisis Residential Center

THA has partnered with Community Youth Services to build a 12-bed Crisis Residential Center for homeless 12–17-year-olds. Community Youth Services plans to serve about 350 youth per year with this housing.

Homeless Set Asides in THA properties

THA has units throughout its portfolio set aside for households exiting homelessness. Most recently, THA added 18 units in The Rise for Veterans served by the VASH program and 44 homeless set aside units in Arlington Drive for young adults 18-24 years old and their children.

In total, THA owns and manages 98 units of housing set aside for people exiting homelessness.

Project Based Vouchers in Permanent Supportive Housing

THA partners with several nonprofit housers in Tacoma to provide project-based vouchers (PBV) in their properties. These properties are Home at Last, Flett Meadows, Guadalupe Vista, Tyler Square, Nativity House, Tyler Square, Pacific Courtyard, Eliza McCabe Townhomes, Randall Townsend, and New Tacoma. These PBVs equate to over 200 housing units set aside for people exiting homelessness.

Special Programs

THA administers many special programs designed to serve people exiting homelessness. These programs include:

- 75 College Housing Assistance Program (CHAP) tenant-based subsidies. This program is for homeless and housing insecure Tacoma Community College (TCC) students.
- 197 CHAP Property Based Subsidies. This program is for homeless and housing insecure Tacoma Community College (TCC) and University of Washington-Tacoma (UWT) students.
- 100 Mainstream Vouchers. This program is for non-elderly people with disabilities at risk of homelessness.
- 267 VASH vouchers. This program is for veteran's exiting homelessness.

4.2. Pending and Future Investments

Hilltop Lofts

THA has partnered with Horizon Housing to provide the land to build Hilltop Lofts. Hilltop Lofts will provide 57 units of permanent supportive housing for people exiting homelessness.

Emergency Housing Vouchers

THA has received 134 Emergency Housing Vouchers as part of the American Rescue Plan Act funding package. These vouchers will be made available to households referred through Pierce County's Coordinated Entry system.

Emergency Rental Assistance Program (ERAP)

In 2020, THA administered \$607,000 in CARES funding we received from Pierce County. This helped 592 households pay their late rent. Based on the success of that program, THA has applied to Pierce County to administer \$2M in rental assistance over the next two years. THA plans to serve 1000 households with these funds.

With this program, THA will not provide new housing for people exiting homelessness but is intended to keep THA's existing customers from entering the homeless system. This is an eviction prevention effort.

Hillsdale Heights Micro Shelter Village

THA owns property off 60th and McKinley Avenue. We call this property "Hillsdale Heights." In May 2020, THA signed a lease with the City allowing the City to use the property for up to 55 micro shelters, or tiny homes. LIHI has been managing that village and it is very well managed and maintained. The current lease is set to expire in December 2021. We have offered to allow the City to use the property until we need it for development, likely 2024.

Land in Hilltop for Temporary Shelter

THA has property on the corner of South L and 10th St. We call this property the "THA bullpen." The property is approximately 13,000 square feet. THA plans to use the property for part of its Housing Hilltop project but construction on that parcel likely won't begin until Spring of 2022. I have contacted the City to offer them the use of this space for a temporary shelter. I have asked that the City find a provider for the shelter, fund the supports necessary, and return the site to its original condition once the site is no longer being used by the City.

Pending Property Based Subsidy RFP

We plan to issue an RFP in the next month for fifty (50) Property Based Subsidies. The RFP will seek proposals from housing providers with housing immediately available for low-income households. We are aware of at least one potential proposer interested in placing these subsidies in a hotel intended to provide single-room occupancy (SRO) supportive housing for individuals exiting homelessness.

"Move On" Vouchers

All the tenants in THA's project-based voucher (PBV) units are eligible for "move-on" or exit vouchers. This means tenants that have lived in a PBV unit for a year or more and does not have any outstanding lease violations can choose to ask THA for a tenant-based voucher to move on from the property.

For the purpose of the discussion about THA's intervention in the homeless system, move-on vouchers are notable. If a household is in a permanent supportive housing (PSH) unit and they no longer need the case management services in the unit, but still need housing subsidies, a

move-on voucher is a great way to free up a PSH unit for someone in need of the housing and services. Currently, THA's Housing Opportunity Program (HOP) is the move-on voucher option. That voucher does not offer the same subsidy level as the PSH rent and comes with a possible time limit. Given those factors, tenants choose not to take a move-on voucher and stay in their PSH unit. As we discuss the HOP evaluation, we will consider whether making changes to HOP could make THA's vouchers more relevant in homeless response.

5. Tour of Arlington Drive

On September 8th, we will be hosting Congressman Adam Smith and other elected officials and community champions of Arlington Drive. In an effort to allow residents the space to build their own community and not feel like they are on display this will likely be our last tour of the property for the foreseeable future. If any Commissioners would like to attend, please let me or Sha know.

From: [April Black](#)
To: [THA All](#)
Cc: [THA Commissioners](#)
Subject: DEI RFP is live
Date: Monday, August 16, 2021 8:00:02 AM

Good morning,

I am writing to let you know that the Diversity, Equity and Inclusion Request for Proposals is now live on THA's website. <https://www.tacomahousing.net/finance-administration-hr-and-executive>

Thank you to the people who commented on the draft RFP by email and in the all-staff meeting on August 6th. I hope you can see your feedback in the final RFP that was published.

Please share with any potential respondents you might know. The RFP has already been shared directly with:

- Archway Consulting Group
- BDS Planning & Urban Design
- Cultures Connecting
- Equity in the Center
- Erin Jones, LLC
- Hooks Global
- Office of Financial Management
- Outside Perspective LLC
- Racial Equity Alliance
- Tacoma Urban League
- The Alford Group
- The Athena Group

The RFP responses are due September 6th. I will update you about the responses and next steps after September 6th. If you are interested in being on a staff interview panel for the top respondents, please let Sha know before August 31st. She is managing this process.

During the August 6th All-staff meeting, we also heard your strong suggestion that THA leadership get training on how to better support staff as we move through this work. I have begun looking for a group to provide this training for the management team. I hope this can happen while we are awaiting the RFP responses.

Thank you again to those of you that have participated in the DEI work to-date. More work to come.

April

April Black | *she/her*
Acting Executive Director
Tacoma Housing Authority

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TACOMA HOUSING AUTHORITY

ADMINISTRATION
REPORTS



TACOMA HOUSING AUTHORITY

**POLICY, INNOVATION, AND
EVALUATION**



TACOMA HOUSING AUTHORITY

DATE: August 25, 2021

TO: THA Board of Commissioners

FROM: Katie Escudero
Interim Director of Policy, Innovation and Evaluation

RE: Policy, Innovation and Evaluation (PIE) Department Board Report

Since our last report to the Board in June, PIE has continued our work to leverage THA's Moving to Work (MTW) flexibility to design, evaluate, and continually improve agency policies and programs. With much of the agency's focus on emergency response and recovery, we engage in this more long-range work with a mindfulness of the operational capacity needed to implement new policy or make program pivots.

1. Staffing Update

PIE is pleased to welcome Christine Nguyen to the team! For the past several years, Christine has served as a technical advisor and subject matter expert on behalf of Housing and Urban Development (HUD) to local communities on their homelessness response systems. She also recently graduated with a Master of Public Administration degree from the Evans School of Public Policy and Governance. Christine will serve in the Planning and Policy Analyst role starting in early September.

2. 2022 Moving to Work (MTW) Plan Public Comment

THA's draft 2022 MTW Plan is currently posted for public comment. The comment period began on August 2nd and concludes on August 31st. PIE will present the Plan and ask for the Board's adoption of it at the September Board meeting. As of the writing of this report, no comments had been received.

3. College Housing Assistance Program (CHAP) Update

While Tacoma Community College (TCC) currently has a vacancy for its CHAP Navigator position, we are excited to report that the program continues to make referrals and serve students. Below is a snapshot of some current program statistics:

- Since THA's Board took action to impose a moratorium on time limits and non-housing related program requirements, 62 new students have been housed (49 through Property Based Subsidies (PBS) and 13 through Housing Opportunity Program (HOP)).

- As of late July, 19 eligible students remain on the TCC waitlist. Two students are homeless and the remaining are near-homeless. Of these students:
 - 18 are currently enrolled in summer term.
 - 7 are enrolled for fall term.
- UWT continues to consistently refer students to the Koz properties within days of the student applying to CHAP.
- 85% of current voucher holders are in compliance with program requirements, despite the waiver of non-housing related program requirements and moratorium on time limits. While most households retained their eligibility over the last year and a half, the continued moratorium is an important vehicle to equitably respond to the diverse and changing needs of the individuals being served through CHAP especially as COVID-19 case rates continue to climb.

Additionally, to provide some insight on the typical timeline and degree completion rates among community college students, PIE shares the following national statistics:

- The vast majority of students do not complete an AA within 2 years. Nationally, the average time between enrollment and degree attainment is 5.6 years for an AA. Students who earn a BA degree do so in an average of 5.7 years.¹
- Only 15% of AA degree-seeking students earn a degree within 2 years.

These statistics demonstrate the low likelihood that current voucher holders will matriculate before the moratorium on time limits is lifted.

PIE staff continue to explore options to address the findings of the recent CHAP evaluations. We are particularly concerned with the inequitable outcomes that have been uncovered by the Hope Center's evaluation. In addition to lower rates of lease-up success among students of color, internal data has also suggested that students of color are more likely to lose their assistance early as a result of not maintaining eligibility. CHAP's outcomes appear to mirror inequities known to exist in higher education, rather than to help correct them. Staff are involved in numerous conversations with post-secondary basic needs networks that are working to explore the role/impact of academic requirements on basic need access, especially in regard to racial inequities within higher education.

4. Housing Opportunity Program (HOP) Subsidies Update

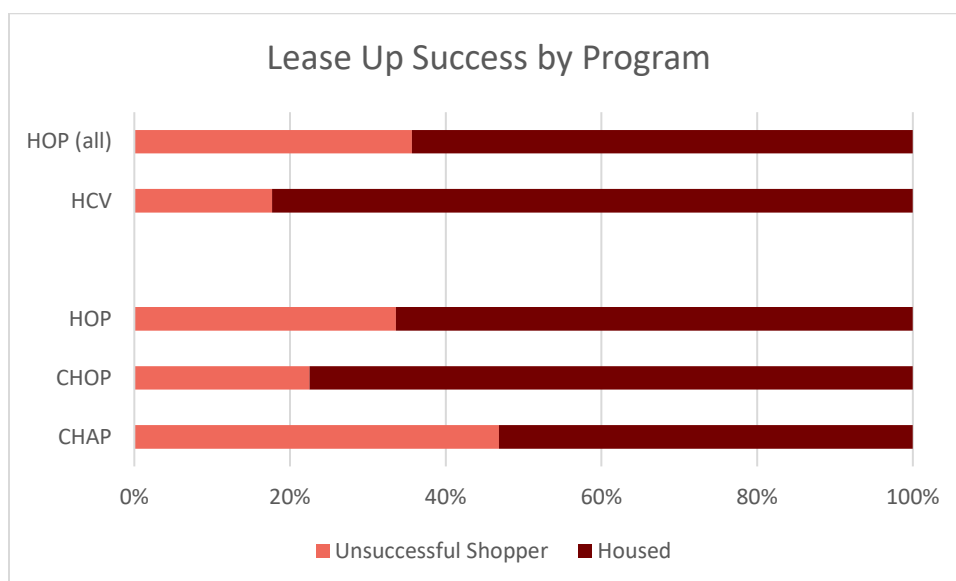
As PIE works to evaluate and understand the impacts of THA's unique Moving to Work-designed initiatives, we will periodically share highlights of our learnings with the Board of Commissioners. Our hope is to keep THA leadership informed of interesting, surprising, and/or significant findings to ensure everyone has the most up to date information regarding the

¹ http://collegeaffordability.urban.org/covering-expenses/time-to-degree/#/how_long_are_students_in_college

outcomes of these special programs. This month, we provide an overview of some recent analysis completed on the HOP subsidy programs, including HOP, CHAP, and the Child Housing Opportunity Program (CHOP).

Leasing Success

PIE is exploring patterns around leasing and whether there are differences in lease-up success rates by subsidy type. To answer this question, PIE analyzed lease-up data for households that were provided a voucher between 2012 and 2020. Households with traditional Housing Choice Voucher (HCV) subsidies have a greater likelihood of leasing up than households with a HOP voucher. CHAP demonstrated the lowest rate of searching households securing housing. This affirms the finding from the Hope Center evaluation that only one quarter of students accepted to the program are able to secure housing. Many do not complete the THA application, and of those who do, just about half are successful at finding housing.



Lease-up success is also greatly tied to a household's income. HOP households at or below 30% of AMI are twice as likely to be unsuccessful (42%) as HCV households who are also at or below 30% of AMI (21%) when it comes to securing housing on the private rental market.

Household Income

To understand how work-able clients' income changed while on the program, PIE staff looked at the last cohort of households to receive standard vouchers (those housed in 2012-2013). We then compared their incomes to HOP households that entered in 2013-2014. The analysis focused on the households that exited between 2018-2020 from these two cohorts.

This narrower analysis was an attempt to capture a snapshot of income changes over a given period of time for people receiving a similar length of assistance. Markedly, 85% of HCV households increased their income while receiving assistance compared to just 60% of HOP households.

	Avg length of assistance	Avg HH Size	Income	Income at Entry	Income at Exit	Change in Income	% of HH with increased income
HCV (n=13 ²) <i>Housed 2012-13 Exited 2018-20</i>	6.1	3.2	Average	\$11,610	\$33,976	\$22,366	85%
			Median	\$10,836	\$31,512	\$19,139	
HOP (n=65 ³) <i>Housed 2013-14 Exited 2018-20</i>	4.6	2.6	Average	\$16,402	\$21,876	\$5,474	60%
			Median	\$16,884	\$19,800	\$2,993	

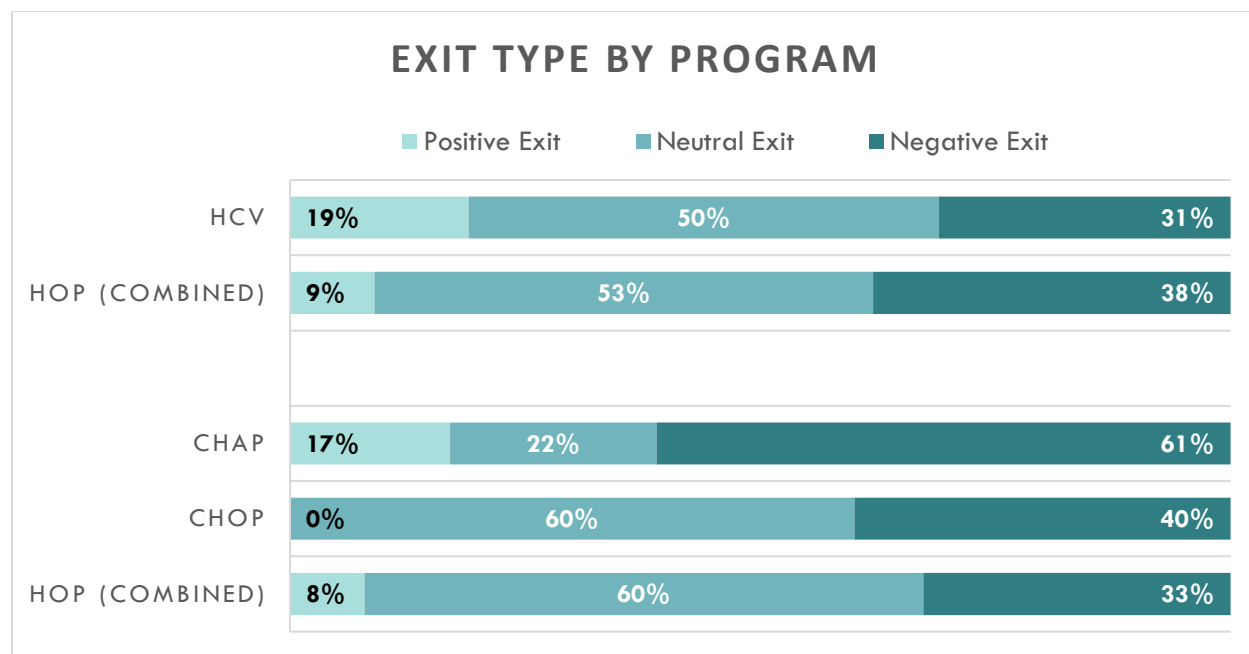
Program Exits

One significant finding is that roughly three quarters of HOP households exit before reaching the five-year time limit. To understand what factors influenced a household's length of stay, PIE staff conducted a review of a random sample of 50% of the households that entered in 2012 and later and exited between 2018-2020.

We found that HCV households had the highest proportion of positive exits and the lowest proportion of negative exits. Further, CHAP participants were nearly twice as likely as other HOP households to have their housing assistance end for negative reasons.

² 86 work-able households entered 2012-13. 57 have since exited (66%). 23% of those exits occurred between 2018-20 (15% of the total work-able households that entered in 2012-13).

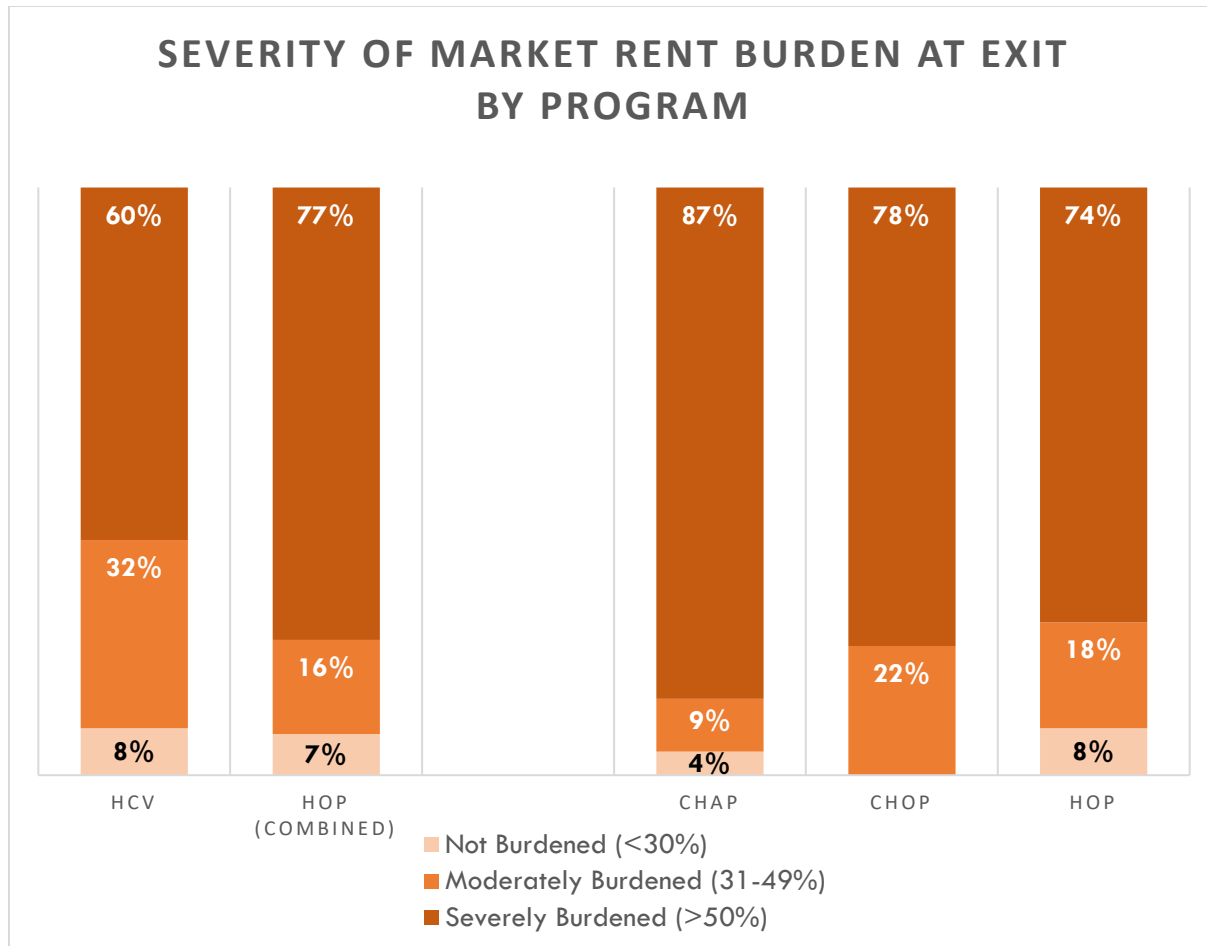
³ This excludes CHAP and CHOP. 149 work-able households entered 2013-2014. 135 have since exited (90%). 48% of the exits occurred between 2018-20 (44% of the total work-able households that entered 2013-14).



Positive	Neutral	Negative
<ul style="list-style-type: none"> Over-income Self-sufficient Purchased a home Graduated (CHAP) 	<ul style="list-style-type: none"> Reached time limit Admin error Self-terminated (no reason provided) Accepted other subsidized housing Death 	<ul style="list-style-type: none"> Termination (eviction, failure to comply with program obligations, etc.) Loss of eligibility Received notice to vacate/move, voucher expired before finding another unit

In addition to exit reasons, PIE also looked at the severity of market rent burden for households that have exited. While imperfect, the market rent burden is determined by looking at what percent of a household's income is needed to pay rent. The market rent amount is determined by household size and the payment standards, as defined by HUD. This calculation cannot be generated for households with \$0 income, so PIE staff categorized rent burden by level of severity (with \$0 income households falling into the severely burdened category).

The findings suggest that the majority of households exiting all programs experience severe market rent burdens based on the final income we have on record. However, households exiting from the HCV program have the lowest likelihood of a severe rent burden upon exit.



PIE staff are conducting additional analyses on the HOP subsidy programs and will share a summary of our findings in the form of a report at a future Board meeting.



TACOMA HOUSING AUTHORITY

ADMINISTRATIVE SERVICES



TACOMA HOUSING AUTHORITY

DATE: August 25, 2021

TO: THA Board of Commissioners

FROM: Sandy Burgess
Director of Administrative Services

RE: Administrative Services Department Bi-Monthly Board Report

The Administrative Services Department continues to be busy with contracts, safety, security, insurance, asset management, civil rights, compliance, grants, business process improvement, Open Door, and supporting Tacoma Housing Authority's (THA) IT needs. Administrative Services assists THA staff with existing and new assets, programs, and projects, that help meet the needs of our clients, tenants, and community.

1. ASSET MANAGEMENT REPORT

1.1 PUPY

Property Financial Overview April 1, 2021, through June 30, 2021

The information in this section is focused on the Operating Expenses across the residential portfolio for the period April 1, 2021, through June 30, 2021. Per Unit Per Year (PUPY) expenses are the main data point analyzed by Asset Management, in cooperation with Property Management and Finance. 2021 PUPY expenses are analyzed below against budget.

Renew Tacoma

Chart 1 and the corresponding **Table 1** represent the per unit per year (PUPY) *actual* expenditures for each Renew Tacoma property April 1, 2021, through June 30, 2021, compared to the *budgeted* PUPY for the same period.

Chart 1

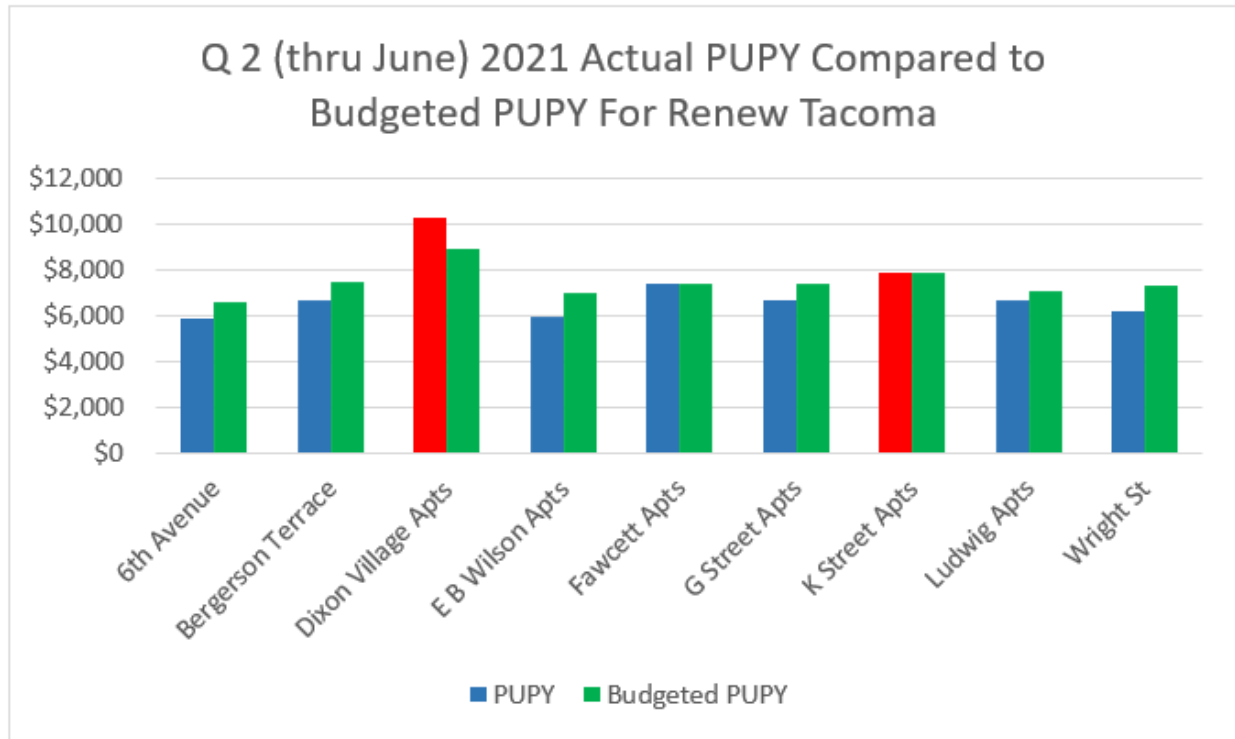


Table 1

Property	PUPY	Budgeted PUPY	Difference
6 th Avenue	\$5,839	\$6,565	\$726
Bergerson Terrace	\$6,688	\$7,434	\$746
Dixon Village Apts	\$10,292	\$8,874	(\$1,418)
E B Wilson Apts	\$5,921	\$7,017	\$1,096
Fawcett Apts	\$7,351	\$7,397	\$47
G Street Apts	\$6,678	\$7,404	\$726
K Street Apts	\$7,888	\$7,866	(\$22)
Ludwig Apts	\$6,692	\$7,075	\$383
Wright St	\$6,202	\$7,324	\$1,122
All Renew Tacoma	\$6,779	\$7,329	\$550

Seven of the Renew Tacoma properties ended June under the budgeted PUPY, with the largest savings occurring at Wright Street Apartments. Two properties were over the budgeted PUPY, Dixon Village and K Street Apartments.

- Dixon Village Apartments had seven waters heaters which needed replacement. In addition to replacing the units, the piping and venting also need repairs.
- K Street Apartments experienced heightened elevators repairs and maintenance expenses. This building is the top priority for repair work per the widespread elevator repairs mentioned below.
- Elevator work continues across the Renew Tacoma portfolio. RTH tax credit investor, RBC, approved the baseline expense of \$622,891, with a maximum draw of \$1,399,122 to repair elevators. Funds will be drawn from the replacement reserves.
- These repairs began in May and are scheduled to be completed in early 2022. As noted previously, the expenses will increase the PUPY throughout the duration of the repairs. While the PUPY will spike for 2021, once the work is completed the PUPY will flatten out.

All THA Properties

Chart 2 and the corresponding **Table 2** represent the per unit per year (PUPY) *actual* expenditures for all THA's properties April 1, 2021, through June 30, 2021, compared to the *budgeted* PUPY for the same period.

Chart 2

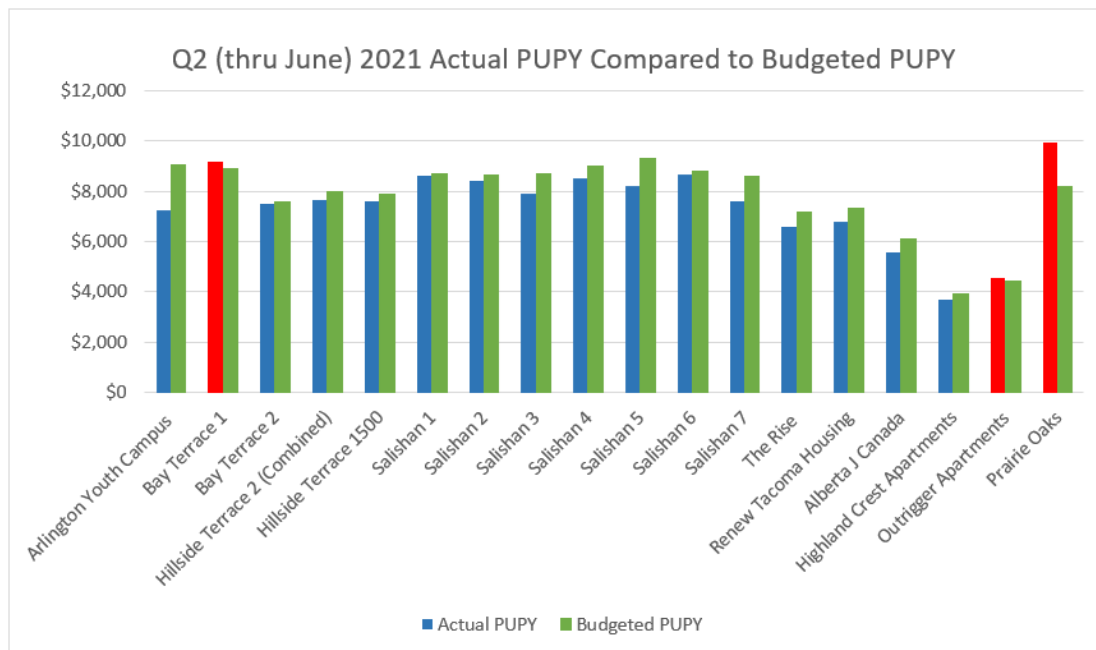


Table 2

Properties	PUPY	Budgeted PUPY	Difference
Arlington Youth Campus	\$7,222	\$9,034	\$1,812
Bay Terrace 1	\$9,178	\$8,905	(\$273)
Bay Terrace 2	\$7,506	\$7,594	\$88
Hillside Terrace 2 (Combined)	\$7,635	\$7,956	\$321
Hillside Terrace 1500	\$7,609	\$7,856	\$247
Salishan 1	\$8,591	\$8,663	\$72
Salishan 2	\$8,431	\$8,651	\$220
Salishan 3	\$7,892	\$8,665	\$773
Salishan 4	\$8,513	\$8,966	\$453
Salishan 5	\$8,187	\$9,280	\$1,094
Salishan 6	\$8,685	\$8,788	\$102
Salishan 7	\$7,584	\$8,563	\$979
The Rise	\$6,589	\$7,146	\$557
Renew Tacoma Housing	\$6,779	\$7,329	\$550
Alberta J Canada	\$5,542	\$6,081	\$539
Highland Crest Apartments	\$3,710	\$3,893	\$183
Outrigger Apartments	\$4,571	\$4,416	(\$155)
Prairie Oaks	\$9,945	\$8,173	(\$1,773)

* Hillside 1 and 2 were combined into Hillside Terrace 2 after the RAD conversion.

Chart 2 and Table 2 show three properties in the THA portfolio which exceeded the Q2 2021 budgeted PUPY.

- The notable additions of Arlington and The Rise to the THA portfolio continue to season through the first 12 months of occupancy. The Rise is fully occupied, and Arlington has only one vacant unit.
- Bay Terrace 1 has overarching maintenance labor expenses above budget. The property consistently runs over the labor budget as the property requires a heightened level of maintenance than initially budgeted in 2021. The 2022 budget will be adjusted slightly upward to account for the required ongoing maintenance labor.
- Outrigger Apartments has experienced plumbing issues which required clearing of pipelines from subterranean pipes. Additionally, trash expenses have been very high as non-residents of the property have been dumping illegally on the property. The property managers have had the garbage removed. The new installation of a camera will help in monitoring the grounds for this activity.
- Prairie Oaks: On average, the most expensive property to operate, these high expenses can be attributed to low number of apartments (15) and unit damage repair costs. The property experienced high expense for continued cleaning services to mitigate covid-19 contamination in communal areas. Additionally, landscaping and security patrols have increased property overhead for the second quarter of 2021. The upcoming

installation of security cameras will reduce the need for security patrols, and long-term expense.

THA is in the process of issuing an RFP for a capital needs assessment for our entire portfolio. The last Property Needs Assessment (PNA) was done during the Renew Tacoma RAD conversion. We are required by investors to perform a PNA within the first year of a new building going online.

2. Compliance File Review

The Compliance team has seen several staffing changes in the 2nd quarter. One of the compliance auditor positions became vacant but was promptly filled with a THA internal employee, Shannon Smith. Shannon came from leasing and has proven invaluable to our small team. During this transition, our leadership evaluated workload capacity. This led to the creation of a formal Fair Housing and Compliance Specialist position. The position supports all Reasonable Accommodations, Fair Housing complaints, and VAWA requests, and will oversee internal and external trainings on these topics, in addition to providing support to the compliance auditors. An outstanding candidate will start in the position near the end of August. This position demonstrates THA's commitment to meet the needs of our residents, with expertise in federal, state, and local government fair housing policies. This work has a special emphasis on Diversity, Equity, and Inclusion, focusing on resident requests as demonstrative of the evolving needs of the community we serve, and how THA adapts to meet these needs.

Having brought The Rise and Arlington apartments online in Q1, the compliance, rental assistance, and property management teams are working collectively to complete ongoing tax credit and investor reporting for the first year of occupancy. This entails detailed review of all tenant files, occupancy, and revenue data. The Arlington report has been completed, while The Rise is roughly 90% prepared for submission.

The compliance team has submitted portfolio-wide rent increase requests to our rental assistance team who will perform rent-reasonableness surveys. These surveys will verify rates for the rent increases schedule for 01-01-2022. This has been an in-depth process to meet federal, state, local government, and investor requirements. The team will review all rent increase entries within our database to ensure accuracy. Simultaneously, a small workgroup has been established to document and refine the rent-increase process to ensure streamlined annual increases. This work and rent increases will support ongoing expenses to maintain the portfolio assets.

Further projects include the effort to document, implement, and archive Housing and Urban Development (HUD) waivers during Covid-19, the implementation and reporting of federal Emergency Housing Vouchers, and organizing agencywide staff trainings. The compliance team consistently rises to the ongoing needs of the agency and works to support our internal and external partners.

The team has worked on internal process development, including a compliance quarterly report. We have implemented data tracking spreadsheets which will inform our quarterly reports. The report template is still in the first phase of development. It will continue to be refined as we gather data throughout Q2, 3, and 4. We are now tracking data related to the external investor reports we process, annual reporting calendar and deadlines, and the 10% internal file audits. At year end we will have seasoned data and a refined quarterly report. While these processes do not occur overnight, there has been commendable progress.

The second phase of developing the compliance report will entail working with IT and the OpenDoor Team. A broader reporting template has been refined but requires multiple departments to gather and input data. This can be captured through the development of a compliance dashboard within the THA database. This work will likely begin in the new year, while in the meantime we continue to refine the compliance specific data tracking and report.

An example of these processes is the tracking spreadsheet which documents the review process of housing applicant files, in collaboration with the Property Management team. We have created a spreadsheet which tracks the files we receive, identified issues, and number of days to review and complete each file.

2.1 Compliance Second Quarter Report 2021:

2.1.1 New Move-In Applicant File Review Results:

Pre-Move-In Property Management Applicants Reviews

The property management leasing team sends applicant files to compliance for review. Compliance reviews the application packages for complete and correct data. File review results are sent back to the leasing team for correction. At times, a second review will be required if materials expire.

Total Number of Files Reviewed	Total Files Requiring 2nd Reviews	Average Days to Complete File Review (Calendar days)	Average Days to Complete 2nd File Review (Calendar days)
54	21	3.05	0.95

Post Move-In Open Door Reviews

The Property Operations Manager reviews these files, and the Compliance team performs the secondary review of the data in OpenDoor.

Property	Total Number of Move-Ins	Last Inspection Date
6th Ave Apartments	2	4/23/2021
		4/28/2021
Arlington Youth Campus	3	3/22/2021
		5/7/2021
		6/3/2021
Bay Terrace Phase One	1	4/8/2021
Bay Terrace Phase Two	1	5/5/2021
Dixon Village	2	4/12/2021
		4/28/2021
E.B. Wilson	2	5/7/2021
		5/28/2021
Fawcett Apartments	1	3/12/2021
Hillside Terrace Ph II	2	3/22/2021
		5/28/2021
North G St	1	12/9/2020
North K St	4	4/12/2021
		2/23/2021
		4/9/2021
		2/18/2021
Salishan Four	1	5/20/2021
Salishan One	3	5/5/2021
		5/19/2021
		4/6/2021
Salishan Seven	1	4/28/2021
Salishan Six	3	4/14/2021
		4/28/2021
		6/3/2021
Salishan Three	1	3/25/2021
Total	29	

- Certification reviews will begin tracking findings for future reports

2.1.2 Routine File Review Results:

Files are reviewed for timeliness of reviews, compliance with policies and program rules, accurate rent calculation and entry into the system, and organization. Staff failing to provide files by submission deadline will result in a finding. Compliance will audit 10% of the portfolio files each month. These files/properties will change every month. Compliance will review (on average) 2 properties per month.

Property	Files Audited
Bergerson	14
Dixon	6
Salishan One	11
Salishan Two	17

2.1.3 Funders/Partnership File Review Results

Completed and ongoing investor reports processed by compliance team.

Property	Funder	Date Received	Data Requested	Submission Date	Total Findings	Completed Date
Salishan Four	RBC	2/1/2021	Annual Owner's Certifications	No Specific Date; ASAP	0	3/5/2021
Salishan Five	RBC	2/1/2021	Annual Owner's Certifications	No Specific Date; ASAP	0	3/5/2021
Salishan Six	RBC	2/1/2021	Annual Owner's Certifications	No Specific Date; ASAP	0	3/5/2021
Renew Tacoma	RBC	2/1/2021	Annual Owner's Certifications	No Specific Date; ASAP	0	3/5/2021
Bay Terrace 2	RBC	2/1/2021	Annual Owner's Certifications	No Specific Date; ASAP	0	3/31/2021
Renew	RBC	3/31/2021	Annual 10% Tenant File	4/23/2021	3	4/8/2021
Bay Terrace 2	RBC	3/31/2021	Annual 10% Tenant File	4/23/2021	0	4/8/2021
Renew	RBC	4/9/2021	Annual 10% Tenant File	4/23/2021	0	6/23/2021
Bay Terrace 2	RBC	4/9/2021	Annual 10% Tenant File	4/23/2021	0	6/9/2021
Arlington	BFIM	3/11/2021	100% First Year - Lease Up Files	4/30/2021	2	TBD
The Rise	BFIM	5/25/2021	100% First Year - Lease Up Files	TBD	TBD	TBD
Alberta J Canada	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD

Arlington	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Bay Terrace	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Bay Terrace 2	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Hillside 1500	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Hillside 2	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Prairie Oaks	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Renew	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
Salishan	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD
The Rise	WSHFC	01/01/2021	WBARS - Table 4	6/30/2021	TBD	TBD

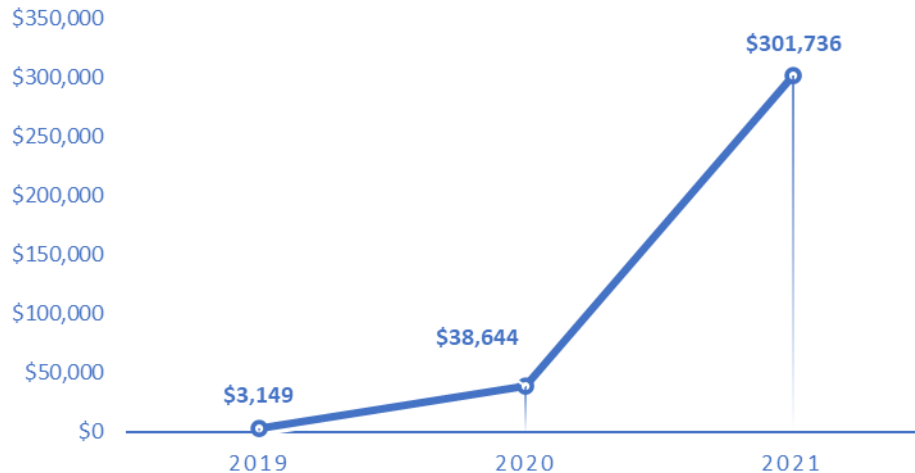
3. RISK MANAGEMENT REPORT

3.1 Insurance

It is insurance renewal time. Risk Manager, Karessa Bowman has worked with Alliant to get the builder's risk and crime policies bound. All other insurance renewals are in process. Premiums continue to increase for all organizations. THA is making security and risk improvements to minimize the premium increase.

There have been 7 insurance claims the first half of 2021. The number of claims remains consistent with 2020. The severity of claims has increased though. Insurance claim damages for the first half of 2020 were around \$38,000 while the damages for the same time frame in 2021 were around \$300,000. This was due to water damage from the fire sprinkler system. The fire stops installed are working, but the smoke from the fires has been setting off the sprinkler systems.

INCIDENT DAMAGES



THA's total claims costs (deductibles) for the first half of 2021 were less than \$12,000. Since the insurance market is getting tougher and with our recent claims, we will see an increase in or premium or deductibles for 2022.

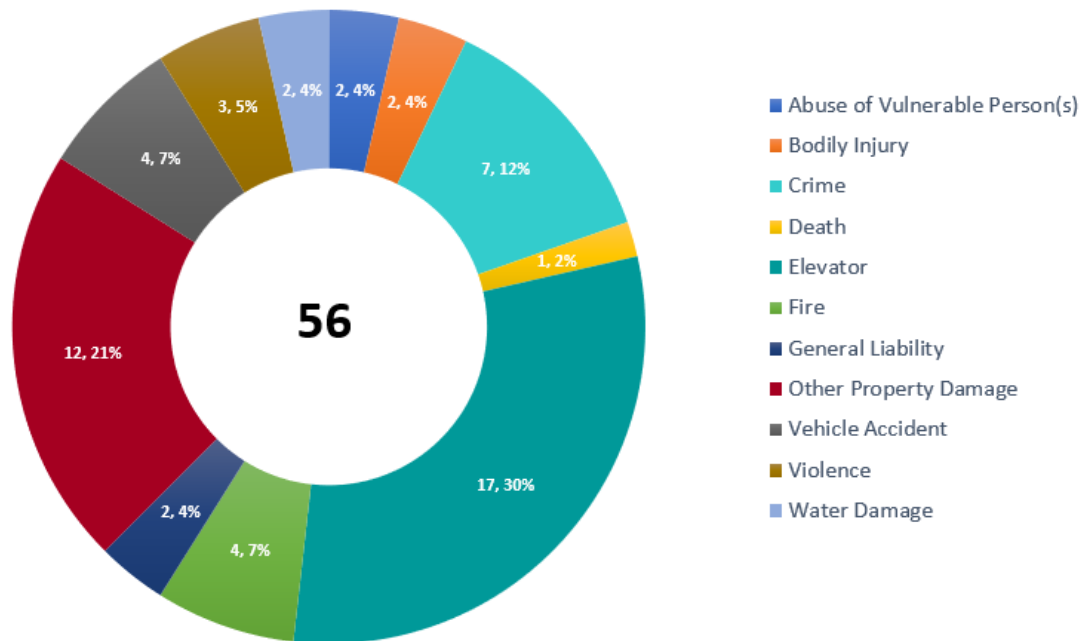
3.2 Incidents

Incident reports in Q1 and Q2 decreased 18% in 2021 compared to the same quarters in 2020. There were 56 incidents reported in the first half of 2021 as compared to 68 in 2020. Elevator issues continued to be the highest percentage of incidents reported so far in 2021. The number of issues is expected to decline as the elevator door project continues. The project will address issues, repairs, and parts replacement for the disabled/elderly properties. The project began the first part of August 2021 and will continue into 2022.

There has been an emergence of catalytic converter thefts throughout Tacoma and THA has been impacted. Five vehicles have had catalytic converters removed the first half of 2021. Additional security measures are being implemented to reduce blind spot access points to deter break-ins. There is a security assessment in process to improve lighting and cameras throughout the portfolio.

Violence and crime incidents continue to decline. There was a 20% decrease from 2019 to 2020. So far, there has been a 50% decrease in violence and crime incidents in the first half of 2021 compared to Q1 and Q2 in 2020.

2021 INCIDENTS - Q1 & Q2



4. CONTRACTS AND RESOURCE DEVELOPMENT REPORT

Contracts and Procurement Manager, Sandy Bigelow, has assisted with over 50 contracts and agreements in the last two months. She has formed a Contracts and Procurement Professionals Team and created additional tools to help THA staff with procurement and is updating THA's web site to help vendors and contractors with our procurement process. An example of some of the contracts in process are to replace the KABA locks at Arlington and renewal for the services contracts with "the Y" and CYS. We have signed an agreement with Colvos to replace the grease interceptor at Alberta J Canada and are cost sharing with Love by the Slice, who will be using that space for a commercial kitchen. Sandy has helped amend several contracts immediately, so services were not lost or disrupted, and has helped us lock in a discounted rate for Landscaping at The Rise by setting up a contract for 12 months.

Karen Bunce is continuing to monitor funding opportunities from the American Rescue Plan Act and other bills that are coming out of Congress and the Senate. She is working with Real Estate Development on the Amazon Housing Equity Fund for Housing Hilltop, Rental Assistance for the Pierce County Emergency Rental Assistance Funds and Client Support and Empowerment on the Family Self Sufficiency Renewal Funding. She is also

leading the Salishan Community Banking Committee to issue an RFP to search for a new community banking partner at Salishan after Heritage Bank closed their satellite bank branch and removed their ATM machine in June 2021 from the FIC.



TACOMA HOUSING AUTHORITY

**CLIENT SUPPORT
& EMPOWERMENT**



TACOMA HOUSING AUTHORITY

DATE: August 25, 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

With Summer in full swing, July was another busy month for the Client Support and Empowerment (CSE) department. We continue to increase our focus on building and centering relationships, understanding that that foundational work proves to be the best place to invest our time. As stated in previous reports, CSE is clear that when we build strong and trusting relationships with residents and colleagues we are better positioned to mitigate crises, and when we can't prevent a crisis, we are positioned to be helpful if/when crises hit.

In the last 18 months CSE has had several new staff join the department, some due to turnover and others came on board into new positions. But, because of the pandemic, the full staff team has not had a chance to get together, or to meet "new" folks in person. Staff had the chance to get together in July for a team retreat! This was a great chance for all of us to get together (safely and outdoors!) to build team and to get to know some of our newest teammates in person. Fun was had by all who could attend, except Byron Williams who lost at cornhole. It was an overall great day, and I am increasingly excited by this team and honored to work with such a great group of humans.

3. DEPARTMENT UPDATES

3.1 Staffing

In July we had Leslie Mintaraga join the Family Self-Sufficiency (FSS) team! Leslie comes to THA with a wealth of experience, most recently working at Korean Women's Association (KWA). Leslie joins Case Workers Sharon Fletcher-Jackson and Sukara Grandberry in FSS and we couldn't be more excited about this new team! With Sukara's move to FSS from the Senior and Disabled buildings, we are in the process of hiring her replacement and hope to have an announcement in the August report.

3.2 Program Updates

Staff have been busy putting on events for residents, planning with community partners, and supporting residents and voucher holders with their day-to-day needs. Staff working in the Senior and Disabled buildings have begun organizing a monthly "coffee and doughnuts" engagement opportunity at each property. Due to the pandemic, staff have not been able to work at the buildings, meaning that our new and amazing Case Worker Sylvia Cepriano has not had the chance to meet many residents in person. As folks are now getting vaccinated, it is becoming safer to meet face-to-face, and an important component to CSE's ability to be useful in times of need. Coffee and Doughnuts should be a great chance to get some face time in with folks, and to do so when things are calm will help down the road.

Program Supervisor, Kye Hillig, worked with The Grand Cinema and the Salishan Association to put on a movie night at Salishan. Individuals and families gathered Saturday, July 24th to watch a movie on the lawn, eat snacks and build community. Kye is also working with The Grand Cinema to put on a Film Camp for kids in Salishan in August. More to come on Film Camp next month!

Community Builder Martha Matthias helped in the development of a new MOU with the Tenant Representatives Action Coalition (TRAC), the tenant advisory board representing THA's apartment communities for seniors and individuals experiencing disabilities. Martha works regularly with the member of the TRAC board to help determine the needs of residents living in the properties, promote community well-being activities (such as the Tacoma Farmers Market weekly food deliveries) and provide resource and training information. An MOU is a critical component of THA's relationship with the TRAC board, allowing us to work closely together and clearly defining roles.

Another great partnership THA/CSE has is with the Tacoma Farmers Market (TFM). TFM has continued to be an excellent partner to THA throughout the summer. TFM leveraged community funds to cut THA's sponsorship of the new Bergerson Mobile Farmers Market in half, which allowed THA to divert those funds to increase support for the rising need for fresh food deliveries in the seven S&D properties. As of the end of July, 66 households in the Senior and Disabled buildings and 47 households at Bergerson Terrace are receiving weekly food boxes containing fresh fruits, vegetables and eggs.

Program Supervisor Robert Lewis has led THA's participation in the quarterly Program Coordinating Committee in collaboration with the Pierce County Housing Authority. The purpose of these meetings is to comply with HUD mandates and to connect clients with the most pertinent and useful community resources. Program Coordinating Committee participants include: The United Way of Pierce County; Sound Outreach; Habitat for Humanity; Goodwill of the Olympics and Rainier Region; Crescent Realty Inc.; Veterans United Home Loans; WorkSource WA; Tacoma Community College; Pierce County Libraries; Clover Park Technical College; Bates Technical College; Pierce County Human Services; Northwest Furniture Bank; Port Jobs; South Puget Intertribal Planning Agency; Tacoma Urban League; the City of Tacoma; State Farm Insurance; James Hardie; THA and PCHA.

3.2.1 Family Self-Sufficiency Program (FSS)

Staff continue to meet weekly to brainstorm strategies and solutions to the FSS redesign. An interdepartmental meeting on FSS was held for the first time with representatives from Rental Assistance, Admin, Finance, PIE and CSE. These convenings will happen quarterly to provide a space for staff to touch base on program updates, redesign consultation, and iron out issues around operations. We hope to get closer to broadening program operations so that current and future participants can benefit from more cash, lower-barrier incentives to motivate participants, expanded eligibility for additional adults in a household, not just the "head of household" to participate and encourages adults with disabilities who are work-able to participate.

3.2.2 Two Generational Program (2Gen)

The 2Gen Program is off to a great start, with lots of interest and engagement from families in the West Portfolio. CSE is working closely with residents and

with staff in the Property Management department to engage with families who may be interested in this new program. To date, 8 young people have already signed up for mentoring and staff have had several intake appointments, enrolling families into the program. Staff are receiving lots of positive feedback about the breadth of resources available to families in the program and we are excited to see it launch with such great success!

3.2.3 Child Savings Account Program

CSA program staff are working to update CSA marketing materials and website to reflect program changes. Staff will seek to engage with Property Management and other CSE staff to prepare for coordinated outreach and information sharing in the coming months. Once fully implemented, the new CSA will have better coordinated efforts across key departments (PM, CSE) to promote the CSA program and get families enrolled. We hope to see an uptick with family participation with lower barriers to program access with the redesigned model.

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 Open Door 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, the 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.

The last chart is a new one for this report. It shows a breakdown of how Miranda Meier, CSE's only Case Worker for voucher holders, spent her time in July. As a part of CSE's strategic planning process, we are trying to better understand where we are under/over resourced. Learning about where/how Miranda is spread will help us make decisions about how to resource the presenting needs more appropriately. It will also help us learn more about what is within scope and to determine a more definite capacity for our staff across the board.

2021 Resource Connections

Referral Category	July 2021	2021 Totals
Food Assistance	610	3,047
Resident Assistance Programs	16	266
Rental Assistance		23
Asset Building	5	57
Utility Assistance		4
Pierce County Health Department		1
Legal Services		9
Transportations Assistance		1
Tax Assistance		1
HEALTHCARE	1	1
FSS		1
Employment-Related Services		3
Employment Assistance		42
Behavioral Health		7
Adult Education		7
Grand Total	632	3,470

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

INTERNAL REFERRALS TO CSE

All Referrals Received by CSE 2021

Referral Reason	Date Referred	
	July	Grand To..
General Services		32
Housing Stability	15	100
New Move-In		20
Crisis Intervention	2	12
FSS		2
Voucher Utilization (..		1
Voucher Utilization	3	30
Utility Assistance		3
Security Deposit Ass..		13
Salishan New Move in		7
RISE New Move in		36
Resident Support		22
Rental Assistance		27
Relocation		10
NEW-MOVE IN	9	9
HOUSING RESOURC..	5	6
HOUSING ASSISTAN..	1	1
Family Self-Sufficien..		20
Employment Relate..		21
Employment Assista..		1
Behavioral Health		9
Assistance with Rea..		4
Asset Building		4
Grand Total	35	390

Count of Referral Reason broken down by
Date Referred Month vs. Referral Reason.
The view is filtered on Referral Reason, which
excludes Housing Stabiliy.

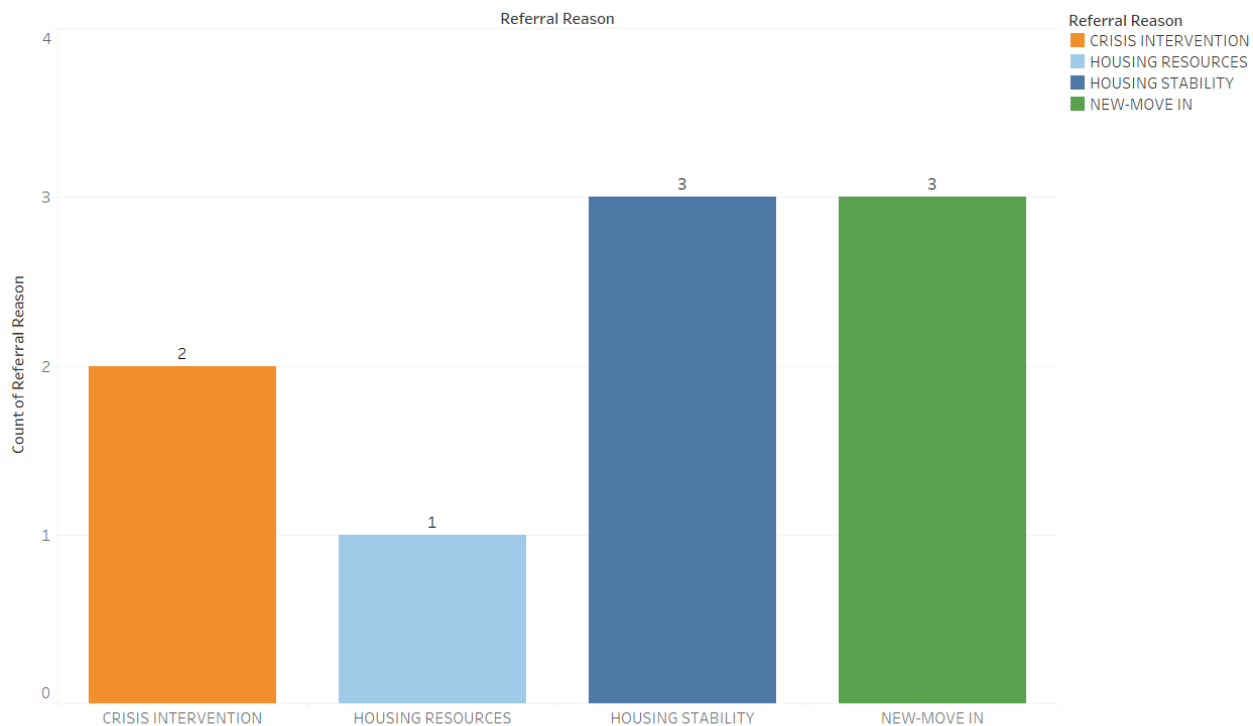
All Referrals Received by CSE 2021

Referral Reason	West/East/Voucher / Date Referred			Grand Total
	East Portfolio July	Voucher July	West Portfolio July	
General Services				32
HOUSING STABILITY	3	6	6	100
New Move-in				20
CRISIS INTERVENTI..	2			12
FSS				2
Voucher Utilization		3		30
Utility Assistance				3
Security Deposit Ass..				13
Salishan New Move in				7
RISE New Move in				36
Resident Support				22
Rental Assistance				27
Relocation				10
NEW-MOVE IN	3		6	9
HOUSING RESOURC..	1	3	1	6
HOUSING ASSISTAN..		1		1
Family Self-Sufficien..				20
Employment Relate..				21
Employment Assista..				1
Behavioral Health				9
Assistance with Rea..				4
Asset Building				4
Grand Total	9	13	13	390

Count of Referral Reason broken down by West/East/Voucher and Date Referred Month vs. Referral Reason. The view is filtered on Referral Reason, which excludes Housing Stability.

REFERRALS RECEIVED FROM EAST PORTFOLIO

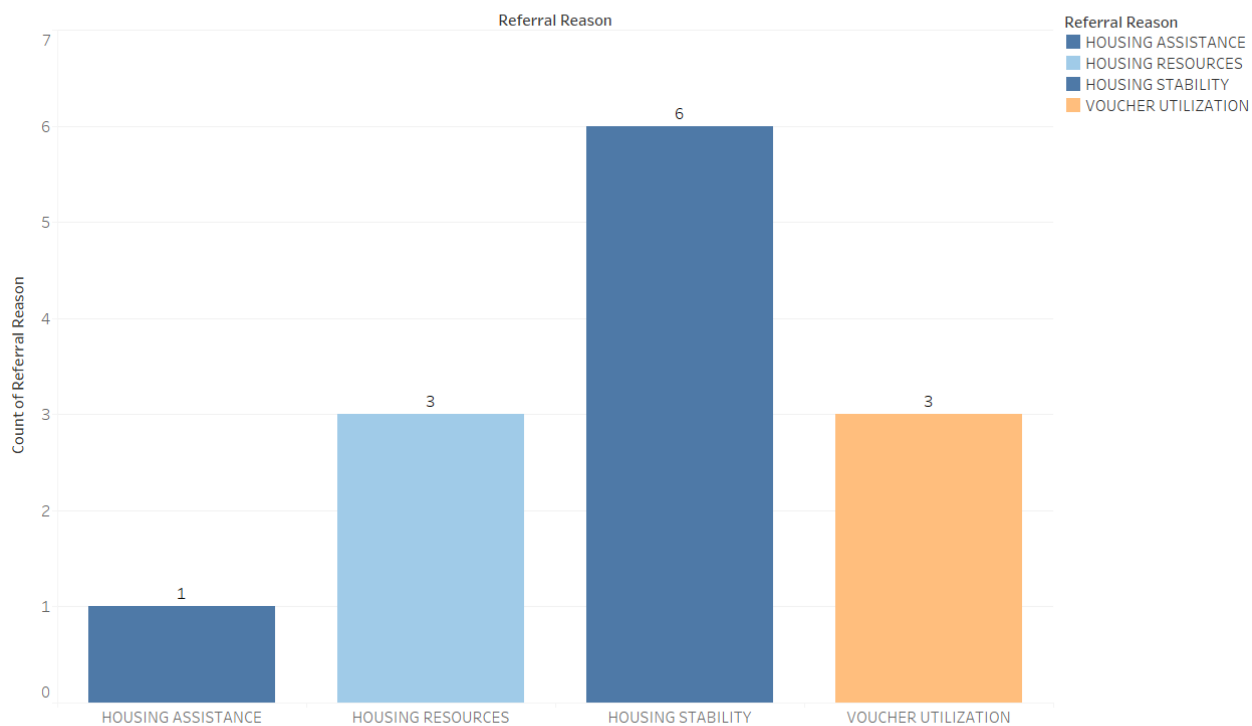
Referrals Received By CSE
July 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on West/East/Voucher and Date Referred. The West/East/Voucher filter keeps EAST PORTFOLIO. The Date Referred filter ranges from 7/1/2021 to 7/1/2021.

REFERRALS FROM RENTAL ASSISTANCE

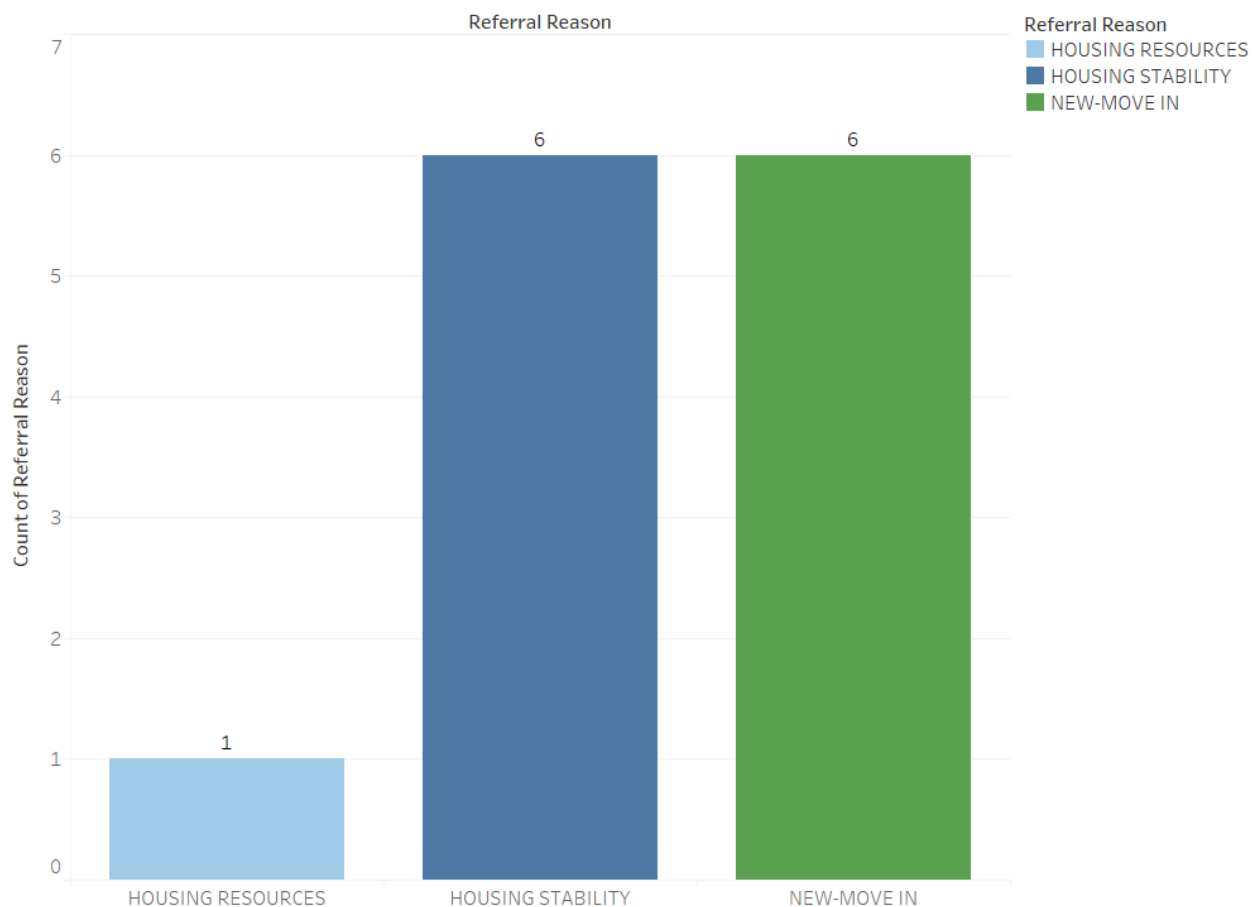
Referrals Received By CSE
July 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on West/East/Voucher and Date Referred. The West/East/Voucher filter keeps VOUCHER. The Date Referred filter ranges from 7/1/2021 to 7/1/2021.

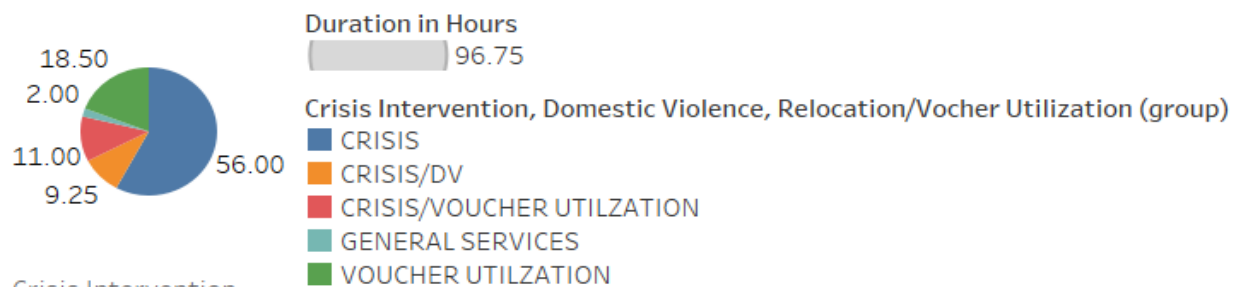
REFERRALS RECEIVED FROM WEST PORTFOLIO

Referrals Received By CSE July 2021



Count of Referral Reason for each Referral Reason. Color shows details about Referral Reason. The data is filtered on West/East/Voucher and Date Referred. The West/East/Voucher filter keeps WEST PORTFOLIO. The Date Referred filter ranges from 7/1/2021 to 7/1/2021.

RENTAL AS- SISTANCE TIME STUDY JULY 2021



Crisis Intervention,
Domestic Violence,
Relocation/Voucher
Utilization (group)
(color) and sum of
Duration in Hours
(size).



TACOMA HOUSING AUTHORITY

RENTAL ASSISTANCE



TACOMA HOUSING AUTHORITY

DATE: August 25, 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

This month the Rental Assistance (RA) department processed over 1,200 rent increases and a preliminary analysis indicates that we will see a significant increase to our Housing Assistance Program (HAP) expenses starting in September. We're keeping our partners in Finance in the loop and we're prepared to absorb these increases because we've planned and budgeted for them.

At THA, our staff is our most important asset and in Rental Assistance the team has worked exceptionally hard to keep program operations running smoothly amidst ongoing transition. We continue to hire to backfill positions vacated due to promotions and we expect to continue to do so into the early fall as the agency's business process positions are filled. At times, working remotely can be difficult, especially during training and onboarding. I am grateful to our entire team for stepping up to help each other out. Department veterans in new roles are onboarding new staff members and even our new staff are welcoming and mentoring the newest members of the team. I am grateful for the collaboration, grace and innovation embodied by the RA team. The management team is planning a retreat to give our staff an opportunity to train together and, in some cases, meet one another in person for the first time.

Last month, the Board approved a resolution to permit THA to partner with the County to provide services for Emergency Housing Voucher (EHV) participants. Since then, the County has identified partners to provide application, eligibility and housing locator services. We expect to begin taking referrals soon and will report on EHV utilization starting next month. We've been meeting with Pierce County Housing Authority (PCHA) to coordinate our operations to ensure THA and PCHA EHV participants receive excellent customer service through Coordinated Entry. We're also working together to attract new landlords and educate them about this new program.

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 been

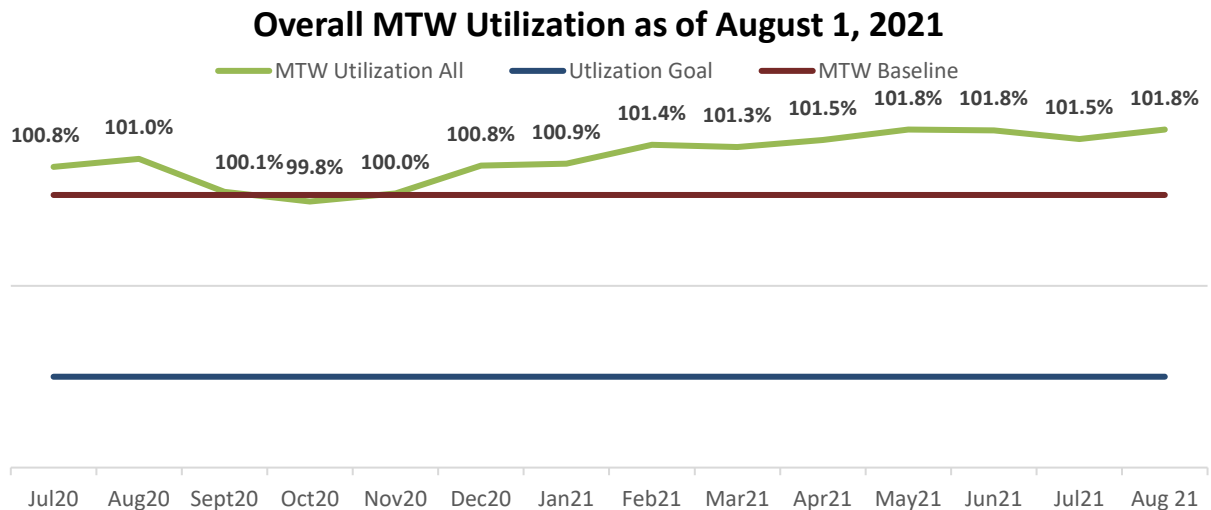
reassuring them that the County has plenty of funding but the process does takes time. The County is seeking partners to continue providing this type of assistance through 2025. The Rental Assistance leadership team has consulted with internal stakeholders and will apply to administer assistance to our clients and tenants. If awarded, program operations would begin in 2022.

Our utilization priorities are Mainstream and the Veterans's Affairs (VA). As noted in our report, we've referred Mainstream shoppers to the Housing Connector and hope that housing assistance supports will help increase our utilization. We are meeting with the VA to develop strategies to increase utilization. We've got a few development opportunities that may be able to project-base VA vouchers, but our focus remains on increasing tenant-based utilization in the near term.

3. RENTAL ASSISTANCE DEPARTMENT REPORTS

3.1 Overall Utilization

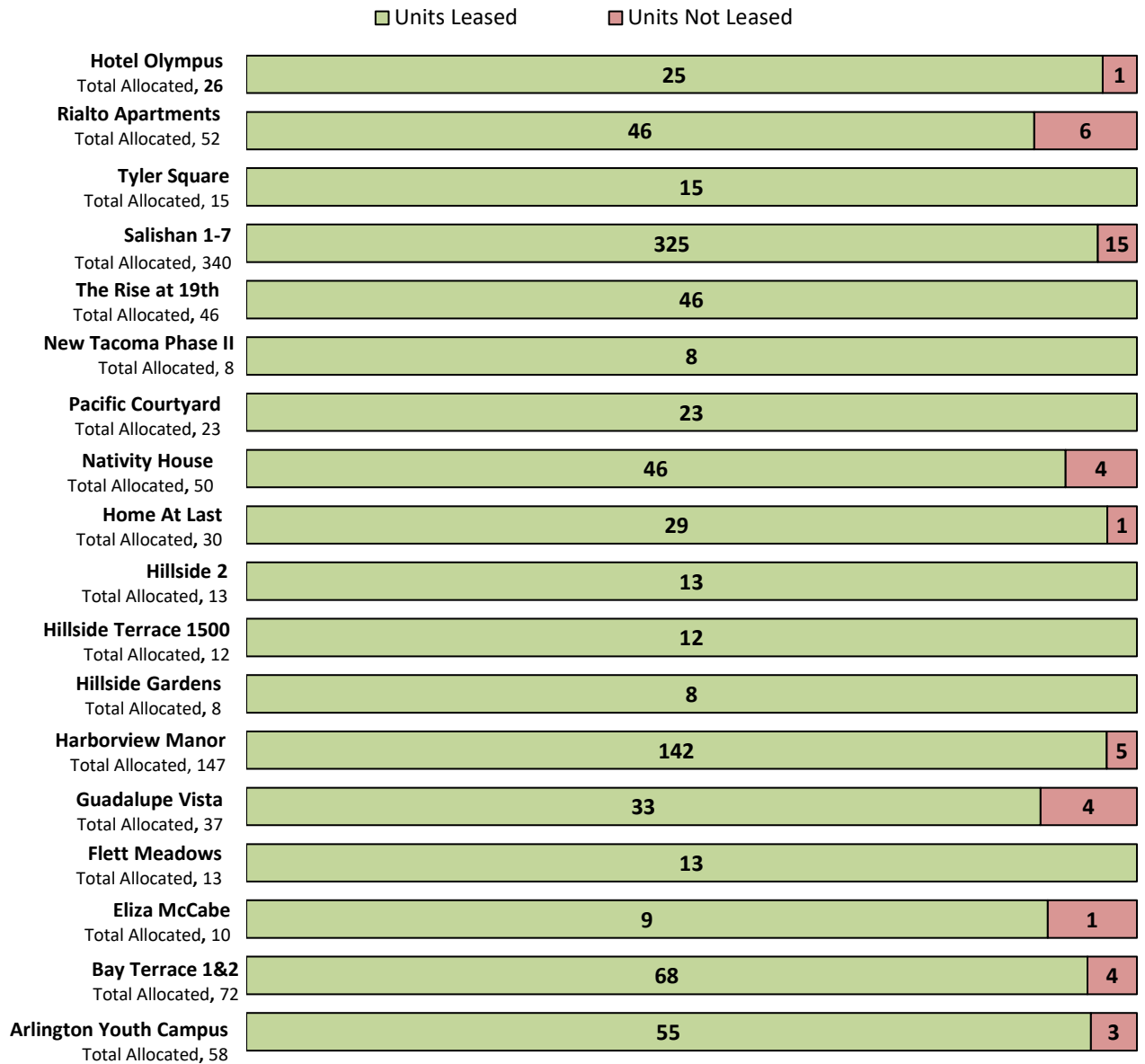
The overall Housing Choice Voucher utilization is reported at 101.8% as of August 1, 2021. THA receives a report on utilization quarterly for Rapid Rehousing (RRH) and Property Based Subsidies (PBS). Therefore, averages are used to forecast utilization to the current date for these specific programs. 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 saw increased vacancies however THA anticipates HAP contracts to be issued soon. Nativity House had increased turnover but have since sent referrals for all but 1 unit. Our special programs team processed over 200 project-based rent increase requests for a September 1 increase.

Project Based Voucher Utilization as of August 2021

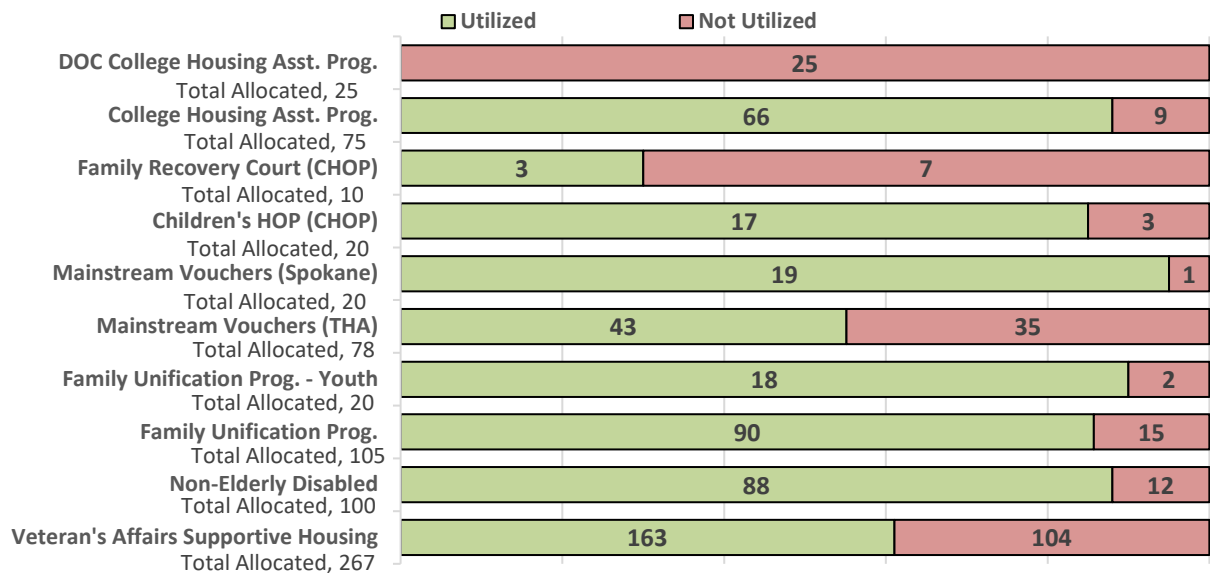


3.3 Special Programs & Property Based Subsidies

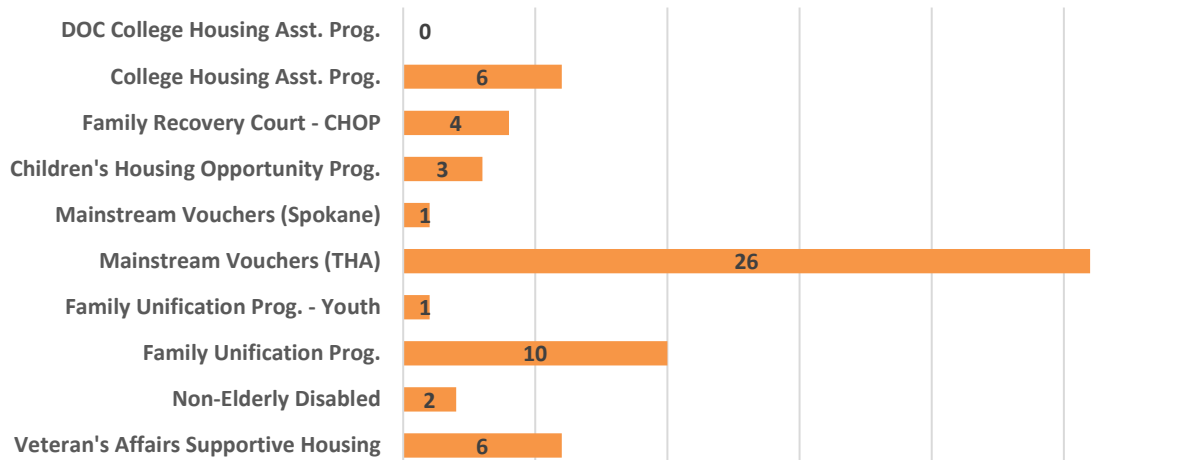
Below is a breakdown of the utilization of THA's special programs. The charts below include shoppers for each program. Our special programs team continue to prepare the upcoming Emergency Housing (EHV) vouchers. THA recently began using a new system for referrals which will make processing referrals more efficient by allowing the entire team to monitor the status of a referral. DSHS continue to identify households for the Family Recovery Court (FRC) program. Staff are ready to process those referrals as soon as received.

THA has introduced Housing Connector to our Mainstream and TCC/CHAP shoppers. We are hopeful this will result in locating units for those voucher holders. We are communicating with DSHS for more referrals for the Non-Elderly Disabled (NED) program. Social workers are actively identifying applicants for this program. Referrals for the VASH program continue to be inadequate. THA is meeting with the VA to identify additional partners in the community who might have the ability to identify Veterans for the VASH program to increase utilization. THA has signed an agreement with Spokane Housing Authority and will absorb the 19 shared vouchers into THA's HCV program. This change will be reflected in the next board report.

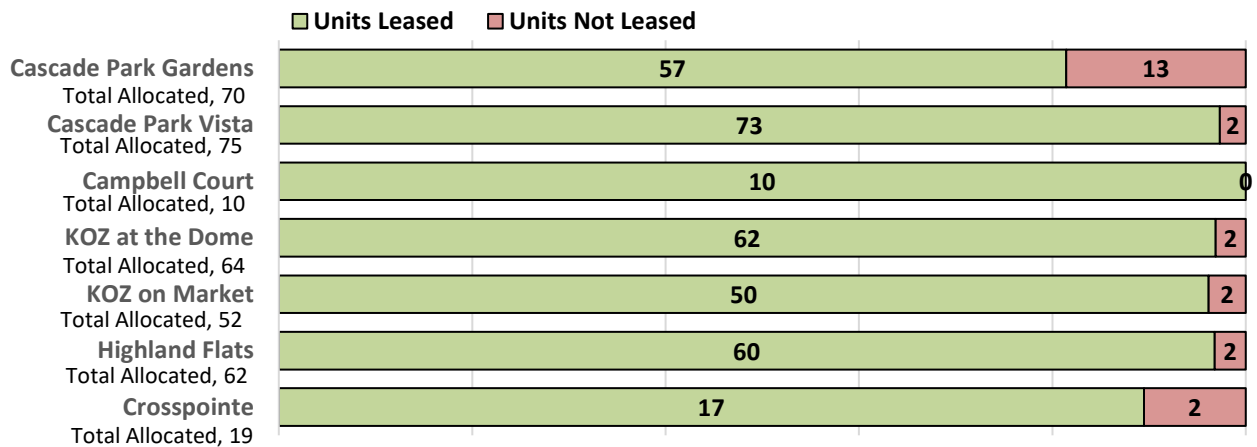
Special Program Utilization as of August 2021



Special Program Shoppers as of August 2021



Property Based Subsidy Utilization as of Q2 Report: July 2021



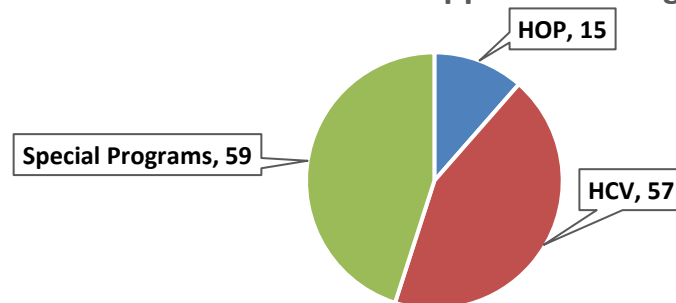
THA has partnerships with four Property Based Subsidy owners representing more than 350 units across seven properties. Our Compliance team completed an audit of Campbell Court with no major findings this past month. The next audit will be Koz at the Dome. The contracts require PBS partners properties to maintain a 95% occupancy rate each quarter. Cascade Park Gardens and Crosspointe are out of compliance. RA's Compliance team will notify the properties and develop a corrective action plan next month. We are aware that Covid has had significant impacts on the operations of the Cascade properties.

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. 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 August 2021, there are 131 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 August 2021

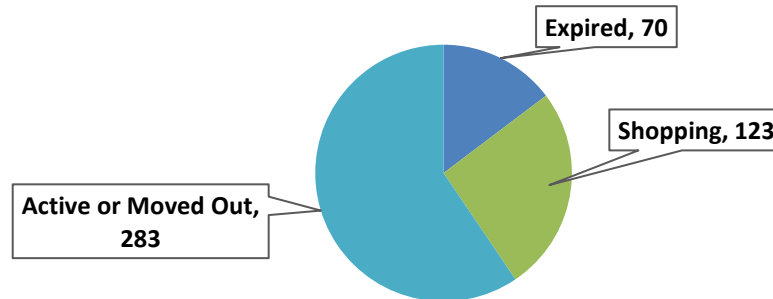


Over the past year (August 2020 – July 2021), 477 tenant-based vouchers were issued including 202 issued to new participants.

- 59% 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: 476



3.5 Leasing & Waitlist Management

There are about 1,700 households on THA's Consolidated Waitlist. THA is not currently offering 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 continuing to serve new households through special programs 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. On top of regularly scheduled annual inspections, the team is also working through the backlog of inspections due to the pandemic. We've also taken steps to reduce the backlog using the authority we presently have, implementing Coronavirus Housing and Urban Development (HUD) waivers and the recently approved changes to our 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. THA is considering applying to administer this program for its tenants and clients in 2022 through 2025. We will make a decision by August 16th.

3.8 Landlord Engagement

Our Landlord Engagement Specialist (LES) is preparing for an August landlord symposium hosted in partnership with King County Housing Authority (KCHA), Seattle Housing Authority (SHA) and Renton Housing Authority (RHA). As mentioned above, our Housing Connector partnership is in its final stages and we've started to send referrals for special program participants. We are eager to track the success of this new partnership. Rental Assistance will be posting a position for a Housing Navigator to help support the work of the LES.



TACOMA HOUSING AUTHORITY

PROPERTY MANAGEMENT



TACOMA HOUSING AUTHORITY

Date: August 25, 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

What a July this has been! To quote Stevie Wonder, it's been 'hotter than July'! But I guess that is not accurate because it was July. My point is that heat was an extreme factor this month for operations, staff, and our tenants. The month was busy, as the summer has been. But, the added layer of sweltering heat required serious adjustments for safety for everyone. Community spaces were opened in our Senior buildings to provide cooling spaces for tenants needing relief. With social distancing requirements still in place, a layer of care and assistance were especially important for everyone.

July continued to be another busy month for the PM team. Front-line staff are putting in over 100% effort to support our tenants and protect our assets as needed, amid record high heat. It certainly made for a memorable July, to match Stevie Wonder's standard. Ok, enough about Stevie.

July is significant because it marks the start of the second half of the year. It is the one month in the year that we can both reflect and plan. As staff looks back at the accomplishments of the first 6 months, it is an opportunity to applaud the successes, capitalize on what's working well and project for last part of the year. The PM team is ready to end 2021 with high performance and dedication and can do so by reviewing performance up to now and making corrective steps to adjust, if needed.

Over the last 7 months, THA has remained at a high level of occupancy, despite the pandemic, at rates of 98% or higher. This is noteworthy because other PHAs have struggled with occupancy since February 2020 and have found it challenging, as have we, to maintain those

standards. We look forward to reporting 99% for last part of the year, as we work to decrease our turn time and lease remaining units.

The chart on page 6 reflects the impact of key variables as we work toward our goal of 20 days, key-to-key. From heat closures and abbreviated workdays for safety, to finding households to match the income requirements at 30% of the AMI. Although we are trending in the right direction at 45 days (down from 60), we still have a lot of work to do. Both the turn and leasing teams continue to work hard to produce high quality unit turns and prepare eligible households for upcoming units. Some leasing challenges remain with fulfilling large bedroom size 30% units as well as other factors. The team continues to prepare rent ready files to reduce the wait times in these areas. We are confident that we will find that sweet spot as we drive toward year end and continue it when we start the new year.

The charts on pages 7-10 focus on work orders by type and property showcasing the overall completions for each month this year. The maintenance team has been busy working through these work orders and preparing for preventative maintenance inspections, which will begin in the month of August. These inspections will take place in unison with the Property Managers will allow the team to assess individual needs of many of our units for best next steps with maintenance or unit condition assistance.

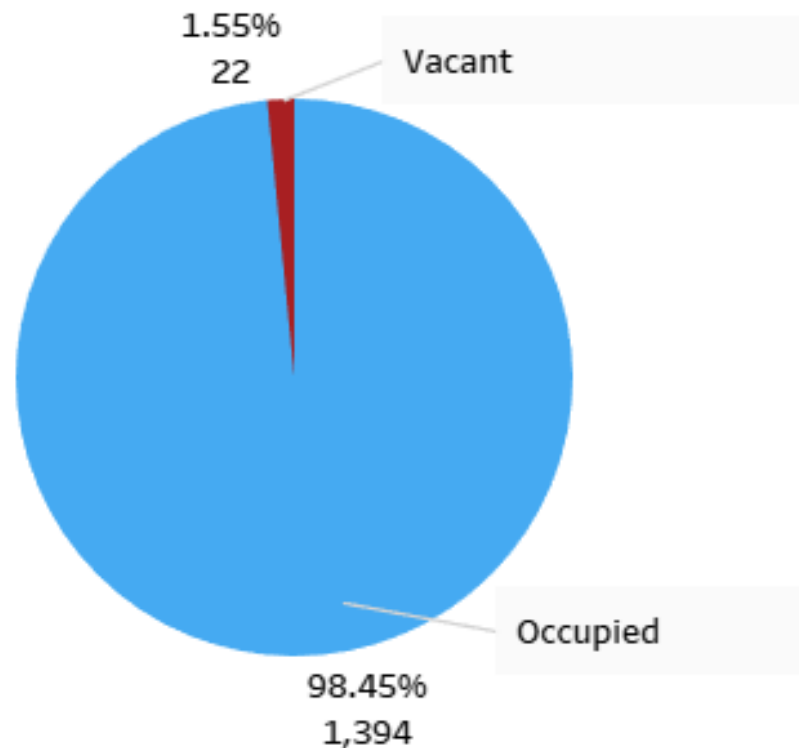
Rent collection status is reporting in the chart on page 5. It reflects our current and past years rent collection. The PM admin team is continuing to work closely with tenants to connect them with resources available for late rental assistance that the county has to offer. The team is hopeful that many of the overdue balances will be addressed by this assistance, allowing for a fresh start and reboot for many of our residences. PM is working closely with finance and CSE on rental assistance funds with a goal of zero balance due by the end of the moratorium.

We would like to highlight a special event that took place that we hope will be the beginning of more to come. The Arlington Engagement event on Saturday July 24th from 2-5 pm was a huge success! The goal of this event was for Arlington staff to connect with tenants, for one of the first times in person, to encourage case management participation. The goal of course is to build a sense of neighborly interaction and start building community. Case workers for YMCA, Y for short, Directors & THA Property Management were on site for this event and all count it as a win, with around 30 of the 58 households in attendance. Homemade donuts were provided by Mini The DoughNut <https://www.minithedough-nut.com/> and according to the reviews, they were AMAZING! Entertainment was provided by Clownbuggie (yes, Clownbuggie...you can't make this stuff up) Entertainment <https://clownbuggie.com/>, who kept everyone busy with balloon twisters, face painting & glitter tattoos. Many of the residents won gift cards and other prizes just for showing up & hanging out with the Arlington team. We count this as great start to many more community building collaborations.

Overall, the month of July was very promising for the PM department. Many trends heading in the right direction with leasing numbers, turns and work orders. Preparing for the start of unit inspections, continuing to assist tenants with applying for rental assistance help and launching successful community events, sets a very positive tone for the future.

3. OCCUPANCY OVERVIEW

3.1 Occupancy For the month of July

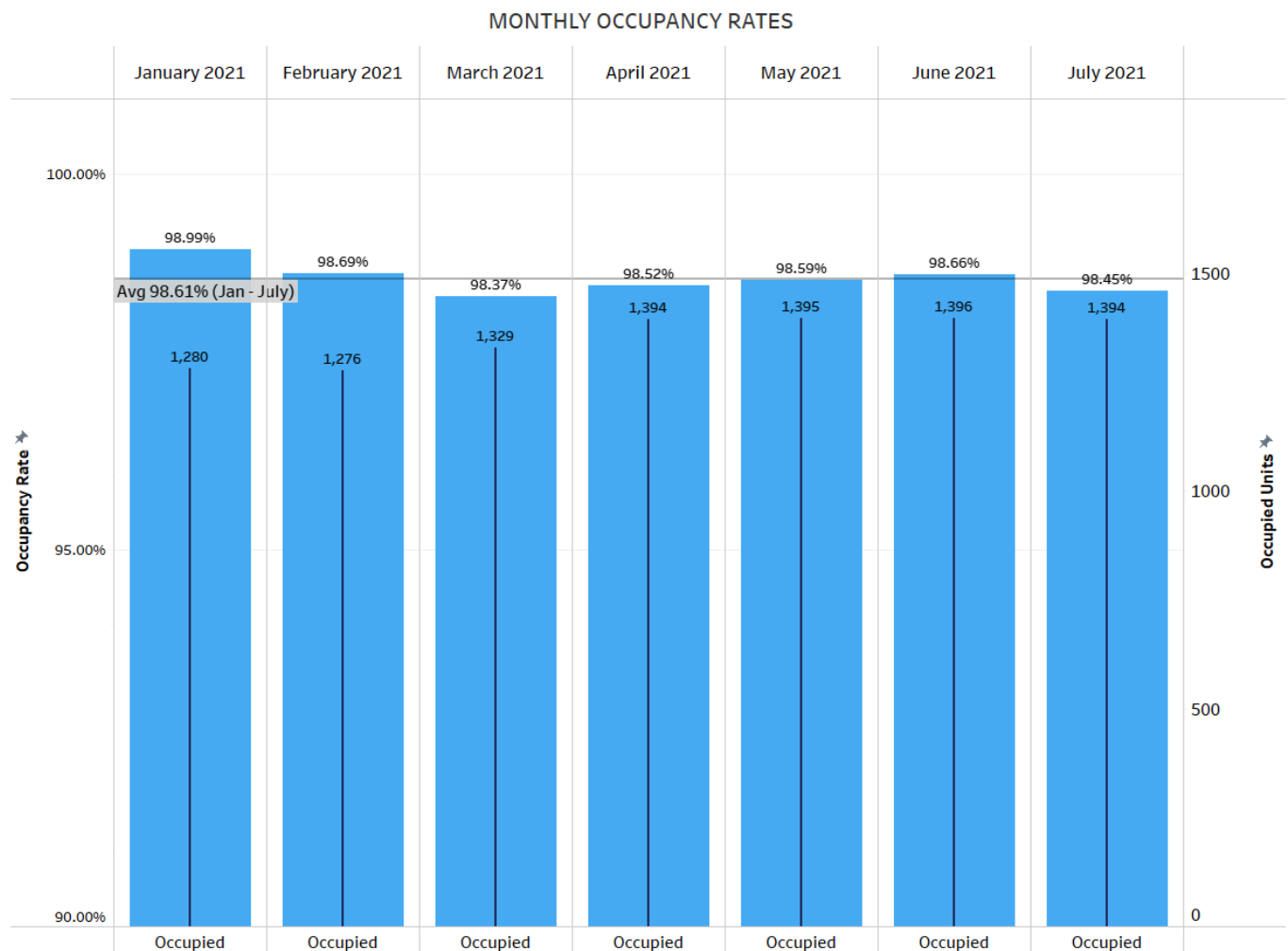


Unit Occupancy is reported as of the first day of the month. The chart above reflects THA's portfolio for the month of **July** with an occupancy percentage of 98 %. THA has a total of 23 properties in its portfolio, with the additions of Arlington and the Rise at 19th, with a total of 1,416 units to provide safe, affordable housing many Tacoma residents that would otherwise be able to afford the areas increasing prices.

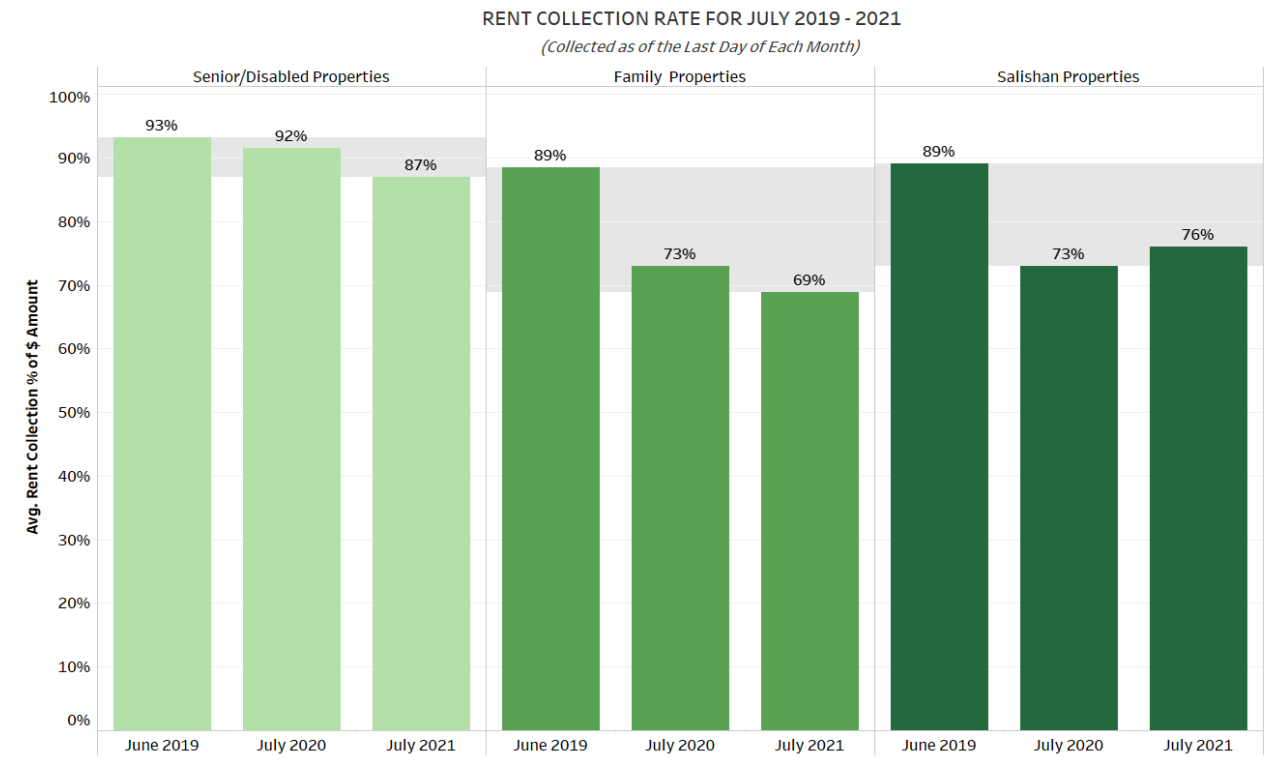
The portfolio has maintained a consistent average occupancy rate of 98.61% (or 99%) over the last 7 months. This is especially notable during the periods of Stay Home and Stage 1 for THA.

Other PHAs are reported to be struggling in this area earlier in 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

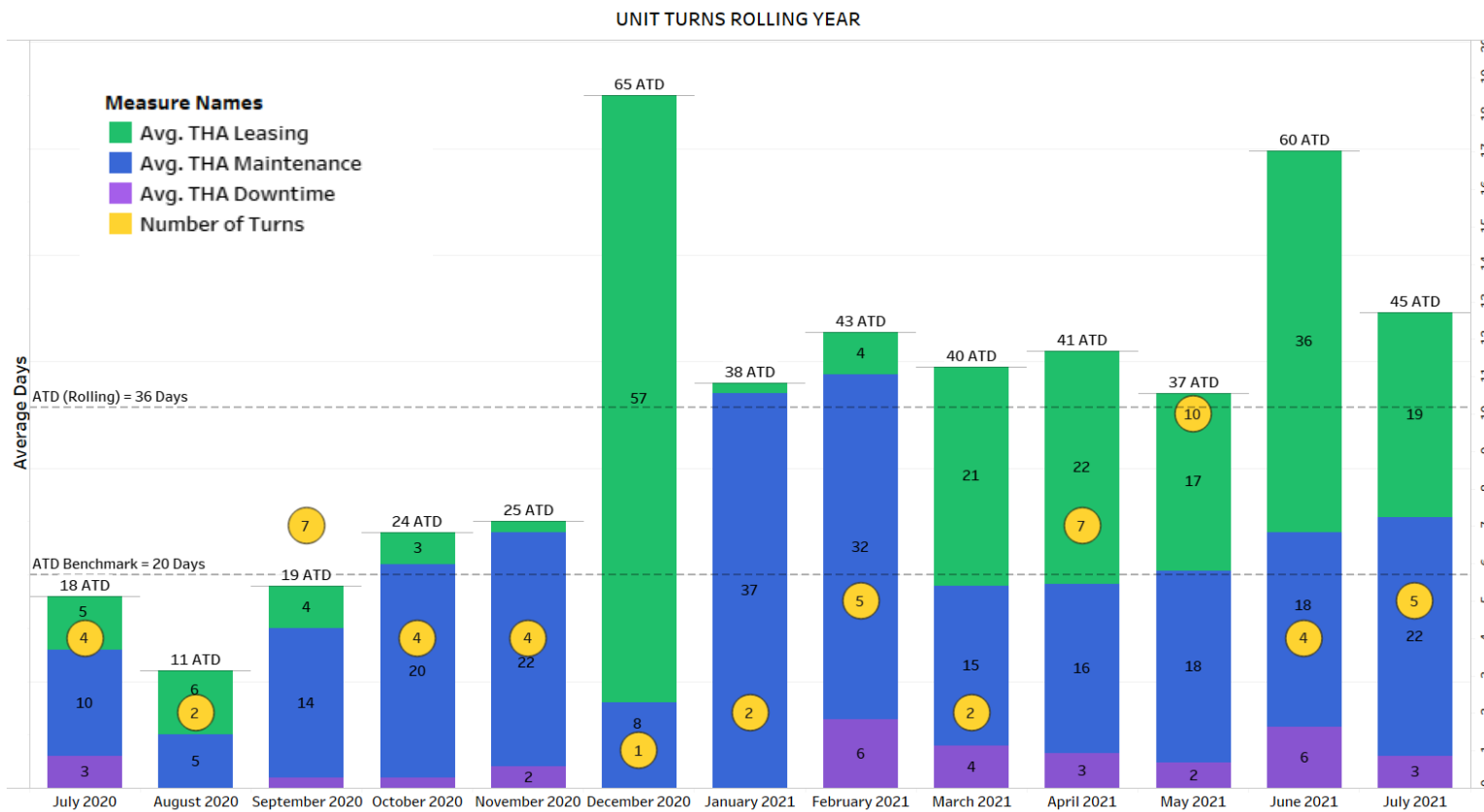


The Rent Collection chart provides the average percent of rent collected through the last day of each reporting month by year and property group. If a unit is vacated and occupied by a new tenant within the same month, the chart will capture both the inactive (vacated tenant) and active ledger (new tenant)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

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

3.3 Vacant Unit Turn Status

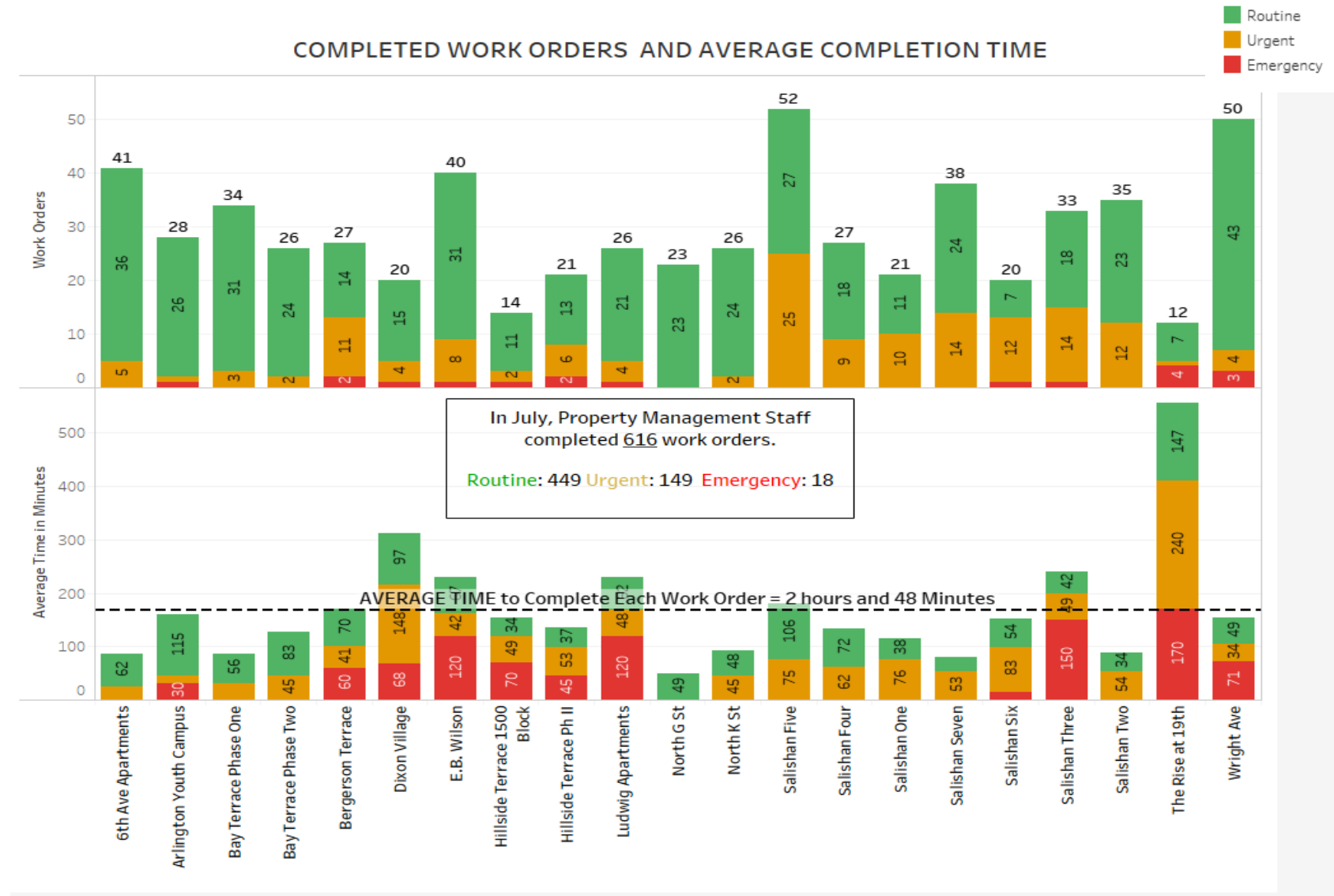
As of month ending July 31st, 2021



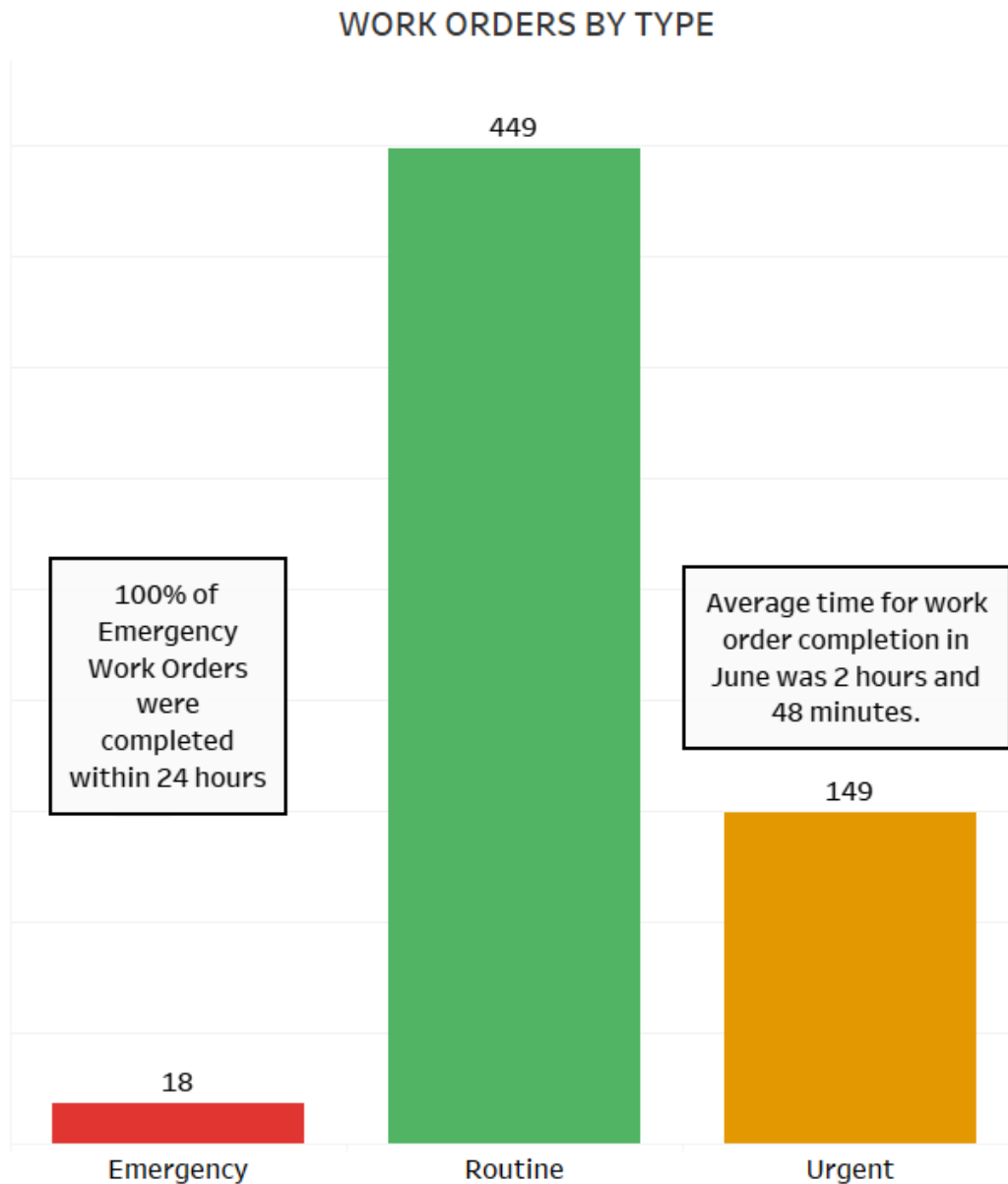
This data reflects the collective efforts of the Turn and Leasing teams efforts to maintain a monthly benchmark of 20 days or less. The turn average for the maintenance portion of unit turn process for July was 22 days. Leasing struggled this month with a 19-day average which was 47% reduction in turn time from June.

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 45 days, a 25% reduction from the previous month.

3.4 Work Orders







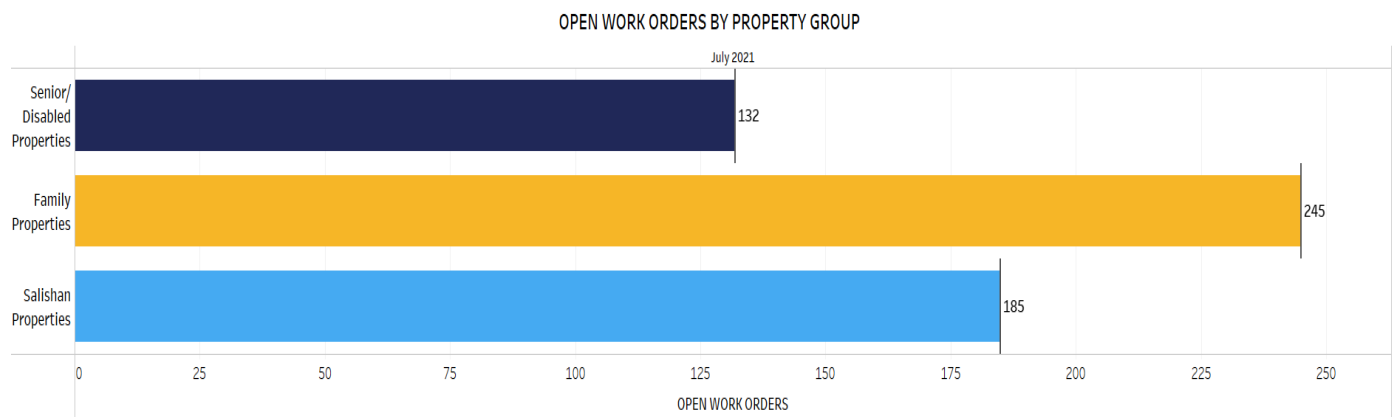
In the month of July, 100% of the 18 emergency work orders were completed within 24 hours and 149 urgent work orders completed within 72 hours. The average work order completion time across the portfolio decreased slightly this month from 2 hours and 49 minutes to 2 hours and 48 minutes.

We experienced a slight increase 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 562 outstanding routine work orders within our 23 properties. This is a 31.6% 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.





TACOMA HOUSING AUTHORITY

REAL ESTATE DEVELOPMENT



TACOMA HOUSING AUTHORITY

DATE: August 25, 2021

TO: THA Board of Commissioners

FROM: Roberta Schur
Interim Director of Real Estate Development

RE: Department Monthly Board Report

1. ACTIVE PROJECTS

1.1. James Center North/Aviva Crossing

1.1.1. Background

THA purchased James Center North (JCN) in October 2017 because it offers a unique opportunity to acquire a property that is attractive to public and private developers and produce income until the property is redeveloped.

1.1.2. Capital Improvements

Minor capital repairs have been done on an as needed basis to keep the property functioning.

1.1.3. Leasing

CB Danforth continues to market the available commercial spaces, but 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.

1.1.4. Predevelopment

The James Center Master Plan was completed in March 2019. Staff continue to engage with the West End Neighborhood Council to keep them updated on activation efforts and the re-branding effort. A meeting is being scheduled to update the advisory group in September.

Parcels associated with the first phase of redevelopment have been listed for sale. The listing requests 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 developer(s) will be expected to build according to the James Center Master Plan and Design Guidelines.

JCN has adequate revenue to continue paying the quarterly payments on the acquisition loan. THA funds will be used to pay the first loan installment due in October 2021. THA will be reimbursed from land sale proceeds.

Staff is preparing to develop up to 150 units of affordable housing that THA will own. Currently, we are planning on financing that would include 9% LIHTC and a 4% bond/tax credit transactions (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. We will begin applying for funding in 2022. A Design Build RFP is expected to be issued in August 2021 to procure a contractor and design team.

1.1.5. Operating Performance

Property cash flow is steady and work orders are minimal.

1.1.6 Branding

Staff has been working with the Brand Studio team at Ankrom Moisan to re-brand James Center North. Aviva Crossing has been selected as the new name and logos are being refined to accompany it.

1.2. New Look (aka Alberta J. Canada)

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 a nearby location.

1.3. Arlington Drive Youth Campus

1.3.1. Crisis Residential Center

The Crisis Residential Center is complete and functioning as expected given COVID limitations.

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 a portion of its property at 60th and McKinley to the City for them to establish 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 City will be moving the Tiny House Village to another location in South Tacoma in late August 2021. Preparations will follow to put the property back to its original condition. LIHI is vacating the Hillsdale Heights property during the month of August 2021.

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 oriented 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

THA conducted its community engagement for the Hilltop in 2019. This resulted in the Hilltop Community Framework Plan. The Plan have been the guiding principle as we finalize the site layout and programming for the buildings. concept and building design.

2.1.1. Housing Hilltop

THA staff discontinued negotiations with Inland Development for the site in April 2021. 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 the end of 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 performing arts space on the former KeyBank site (south of 11th Street). The north building will have resident amenities 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. We have also applied to Amazon's Housing Equity Fund to help finance the project.

2.1.2. Hilltop Lofts

The project closed on the financing for the project on July 21. The former site has been abated and the building has been demolished.

2.1.3. Commercial Tenants

Sam & Terry's and Mr. Mac were relocated to 1310-1312 MLK in April 2021.

2.1.4. Artists

THA, in collaboration with the other developers along the MLK corridor will be working with local artists to help design the exterior facades and public art at the the buildings. THA will be selecting the arts in September. They will work with the design team.

2.2. City of Tacoma 311 and Community Mobilization

Tacoma Housing is partnering with the Hilltop Action Coalition and the Hilltop Business Association to organize the Hilltop Summer Splash, which will be hosting over 70 businesses and community organizations, including Hilltop restaurants, local vendors, and various Tacoma nonprofits. The goal of the event is to support Hilltop businesses and local vendors during ongoing Link construction and recovery from COVID closures as well as to provide an opportunity for community members to come together to get resources and information from local organizations.

Participating businesses and organizations will be set up along MLK Jr Way between 9th and 14th streets and will be accompanied by music and performances along the street for community members to enjoy as they shop and support local vendors. Attendees to the event can pick up a passport from the Hilltop Action Coalition office and mark 5 spaces to be entered to win local prizes. Community members will also be able to shop and connect with resources via the Hilltop Virtual Marketplace.

This event will also mark the launch of the new Activate Hilltop website, which will include information on development projects in the Hilltop area, including THA projects, as well as information on local events and organizations working to protect and preserve the community. This site will be available year-round and will be maintained by THA staff.

Following the Hilltop Summer Splash, THA RED staff will join other Hilltop developers for the Hilltop Action Coalition Cider and Conversation at Grit City Ciderworks to share updates on Hilltop projects and connect with the community to answer questions and get feedback.

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 the 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. Citibank is reviewing the documents necessary to release the \$548,000 in escrow. It is anticipated that THA will receive the funds by the end of August.

2.7 Greater Christ Temple Church

RED staff is working with the leadership at Greater Christ Temple Church (1926 S G Street) to assist them with a feasibility assessment and values clarification for property they own west of the church. This will include identifying target population(s), ownership options and identifying partners to help them develop the site.

3. Tenant Improvement

3.1. 902 First Floor TI

Construction at the 902-1st floor Administration Building began in early June. New office and conference room configurations are in place and finished casework, paint and flooring will follow. Completion of the project will be delayed approximately three weeks due to electrical and low voltage code violations discovered above the ceiling tiles. The contractor will provide the necessary upgrades to bring the building in to compliance. The 1st floor should be ready for occupancy in late October and 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</u> , Josh, Kim, David, Stacey

Hilltop Housing	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, Kim, Stacey, Construction PM</u>
<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, Vickie,</u> Alyssa, Kim, Lisa

<p style="text-align: center;"><u>Acquisitions</u></p>	<p>Recurring Priority 1</p>	<p>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.</p>	<p>500</p>	<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>	<p>This project could accelerate depending on funding opportunities and priorities with funding.</p>	<p>Cindy, Josh, David, Vickie, Kim, Stacey</p>
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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

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, JULY 28, 2021

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 PM on Wednesday, July 28, 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 4:45 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	
April Black, Interim Executive Director	
Sha Peterson, Executive Administrator	
Julie LaRocque, Interim 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	
Aley Thompson, Interim Rental Assistance Director	
Cacey Hanauer, Client Support & Empowerment Director	
Katie Escudero, Interim Policy, Innovation and Evaluation Director	

Chair Rumbaugh declared there was a quorum present @ 4:46 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Friday, June 11, 2021. Commissioner Hodge moved to adopt the minutes. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, June 23, 2021. Commissioner Young moved to adopt the minutes. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

The committee meets monthly. The committee went over the updates for Hilltop Lofts, which Chair Rumbaugh is pleased with. It has been signed and sealed. The committee also talked about James Center North and what to sell, what will be retail and what will be housing. Tacoma Community College is taking a different path. The committee did not talk about Gault but will discuss it at the next meeting.

Finance Committee—Commissioner Hodge and Commissioner Young

Nothing to report.

Education Committee—Vice Chair Smith, Commissioner Hodge

The committee met to propose changes to the committee's name. The committee felt that the Education Committee is important, but it intersects with other aspects. The group wants to expand the scope and change the name to Housing Services and Partnerships Committee. There will still be two committees—Diversity, Equity and Inclusion and Housing Services and Partnerships. The committees will have monthly meetings to address each committee's agenda. Commissioner Hodge recommended Education, Housing, Services and Partnerships Committee. Vice Chair Smith agreed, and Interim ED Black thinks it is reflective.

Staff are drafting recommendations on Housing Opportunity Program (HOP) and College Housing Assistance Program (CHAP). They are thinking about a study session in August or September. When the committee met in June, they did not have the full scope of recommendation. The committee wants to be attentive to the language used when reporting. Many felt some language used in the past needed to be modified to be more inclusive and respectful, showing the value of DEI to staff. It is mainly the framing of the HOP program and assumptions that were used. Chair Young recommended a cheat sheet of inclusive language to capture and reference it if needed. He can provide summaries. Chair Rumbaugh looks forward to seeing the cheat sheet.

Citizen Oversight Committee—Vice Chair Smith, Commissioner Purter

Commissioner Purter met with Interim ED Black and Nick Tolley this month. There is nothing to report, but the committee hopes to report something next month. Interim ED Black proposed to change this committee's name to Community Partnerships and Advocacy Committee.

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

The committee is looking at getting a consultant to be able to walk through the process of making sure everyone is being heard.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Interim Executive Director (ED) April Black started by thanking staff for Michael Mirra's retirement celebration and the support from Sha Peterson, Property Management and maintenance. She thanked the commissioners for their time and effort and coming to the event which was a great success. Chair Rumbaugh stated that the event was well planned and showed kindness. Commissioner Hodge commented on what a great job Chair Rumbaugh did at the event.

Interim ED Black directed the board to her report. THA is in the middle of a software analysis. THA created its own because others would not meet THA's needs; however, the product is not working as planned. Associate Director and CIO, William Morse is leading this work to compare OpenDoor product with Yardi which is used by majority of the housing authorities in the nation. THA will budget to either make improvements to OpenDoor or purchase Yardi in 2022. Commissioner Young asked for the timeline for Yardi. According to Interim ED Black it would take about a year. William added that

staff will not know the exact timeline until THA does product plan, but it will be at least a year. Commissioner Young appreciates the staff looking into this.

Staff started the budget process and will use the strategic objectives to propose priorities. There is also promising news from the federal budget. The Council of Large Public Housing Authorities (CLPHA) also shared news related to the legislative news. There is a good emphasis on federal housing and staff are tracking it closely. Karen Bunce is leading the effort in tracking all funding. THA secured \$250k in Gates grant for Arlington Drive. THA's \$3M capital request through congress made it to Derek Kilmer's budget for housing Hilltop. Staff is making a good process for tracking, following and securing funds.

Interim ED Black provided an updated regarding the Pierce County Housing Authority (PCHA) resolution. Pierce County passed a resolution in March asking PCHA and THA to collaborate and consider consolidation. These discussions are happening at the county level. She noted how THA is governed by the City of Tacoma. THA is attempting to collaborate with PCHA for the best interest of clients and staff. Commissioner Young asked if discussions are happening in the media. Chair Rumbaugh responded that not in the media because there have not been actions taken. He added that these discussions started twenty years ago. THA has requested data acquisition before THA would consider consolidation. There have been no agreements. Interim ED Black added that Moving to Work (MTW) is really the key, but also THA's clients are important. Nobody inside THA was aware of the resolution.

The Emergency Operations Committee (EOC) met this week and is proposing an addendum to Executive Action 12 (THA has the ability to sign off on Executive Action and let the board know). Today, the potential change would allow THA to return to some regular form or rental assistance operations. Pending notification, Interim ED Black will send information to staff and post addendum 12.

7. ADMINISTRATIVE REPORTS

Human Resources

Human Resources (HR) Director Lorraine Viers directed the board to his report. There have been a lot of changes in HR. Barbara Tanbara retired and Amanda Parent left to go on the road in an RV with her family. HR had a temporary manager who came to the end of her assignment and has taken another job with an international firm. She is planning to move to Italy in a couple of years. HR is at the final process of getting new staff.

THA changed its performance review system to ADP. This is a stable platform for managers to use. In the future, HR will look at changing the actual system. HR is working on a Return-to-Work team to look at a telecommuting policy and forms. This will be an option for staff to continue to telework. Vice Chair Smith asked how long staff will be teleworking. She has clients asking her regarding yearly paperwork. She feels there are a lot of issues and clients are not getting the support they need. According to

Director Viers, staff are currently still fully teleworking. THA is cautious about concerns with staff getting the virus. Director Viers thinks that staff will be teleworking until October. Staff should still be able to get their work done. There is a drop box at 902 and paperwork may be mailed. Chair Rumbaugh is hearing that forms are being submitted but not processed. Commissioner Hodge stated that staff are working with vulnerable clientele and is disappointed to hear that paperwork are not being processed the way they should be. She suggested a policy that forms are responded to within 24-48 hours. Director Johnson stated that there is a hybrid program that staff are currently working on. She added that there are drop boxes at all THA locations. She would like to explore the information provided to Vice Chair Smith. Chair Rumbaugh is concerned that there is a disconnect and staff need to identify the complaints. Vice Chair Smith will sit down with Director Johnson to identify the issues. Interim ED Black asked they the discussions include Interim Rental Assistance Director, Aley Thompson.

Director Viers directed the board to the staff changes noted on her report. It will take a while for open positions to be filled while THA fills the Executive Director (ED) position. Fourteen staff have left THA, and HR is doing a lot of hiring. There have been a lot of turn over which causes a lot of work for HR. For the ED recruitment, the committee had interviews with top candidates last week. HR is in the process of selecting top candidates to come to Tacoma to interview with the full board, staff and community partners. Information will be sent to staff for the hiring process and involvement. Commissioner Hodge would like a status report for the ED hiring, key dates and general information. Director Viers will provide information to the board.

Finance

Finance Department (FD) Interim Director Rich Deitz directed the board to the finance report. Finance started the budget process. The auditors will be coming the end of August, which is a late start for them, but they are confident that they can get it done. Financials continue to look good. Chair Rumbaugh would like to know how many properties are performing and exceeding. According to Director Deitz, there is a way to do that, and the budget software has that capacity.

Commissioner Hodge moved to ratify the payment of cash disbursements totaling \$5,875,352 for the month of June 2021. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Client Support and Empowerment

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. CSE staff are working on strategic planning and the team was able to meet in person last week. There are a lot of new staff, so it was a good opportunity to get facetime. Staff are working with the Salishan Association to come up with neighborhood development grant to give to residents at Salishan who want to put on activities in the neighborhood. CSE staff are also trying to find a community builder at Salishan and are working with residents to understand what they need. The 2Gen program is off the ground, trying to come up with family plan/goals in the west portfolio. The Y and CYS spent down their service contract and THA reassured the state that they do in fact need the funds they allocated. Director Hanauer is grateful for those partnerships, and the finance and administrative services teams.

Rental Assistance

Rental Assistance (RA) Interim Director Aley Thompson directed the board to her report. RA staff continue to be busy resuming operations. The rent increase won't be effective until after September. Staff will do an analysis to see if THA should increase standards in the early fall. Staff are also busy preparing for new programs and opportunities to serve clients better. The Housing Connector contract is being finalized. THA's Landlord Engagement Specialist is doing a great job keeping in contact with landlords and answering their questions. THA is absorbing nineteen mainstream vouchers from Spokane Housing Authority.

Property Management

Property Management (PM) Director Frankie Johnson directed the board to her report. In June is when staff will assess when to make adjustments and how staff acclimate to the new norm. She thanked her staff for their hard work. It is hard to stay operational at this time and she acknowledged all staff for their work on Michael Mirra's retirement celebration. Staff has maintained an occupancy level of 99% for sixteen months. The portfolio completed 850 certifications remotely. Staff are preparing to do new things like rent collection remotely; online is the first option and by mail is the second. Staff are starting to look at the budget process. Director Johnson's report includes a chart on rent calculation with 2019 compared to other years. Unit turn process numbers have increased significantly primarily attributed to leasing process this month. In-unit inspections will start next month. She recognized her staff how have been working above and beyond. Cindy Bergee, David toy, Tiffany Price and Steve Couch were recognized for giving their work 100%.

Real Estate Development

Real Estate Development (RED) Interim Director Roberta Schur directed the board to her report. THA closed on Hilltop Lofts this month. The Mr Mac building has been demolished. Staff are working with Reach Meadows on Hillsdale Heights. THA selected

Walsh and SMR to develop the master plan. THA applied to the Amazon Foundation for Housing Hilltop. Staff are hoping to close on this project and start in spring. RED staff has been doing branding for work with Ankrom Moisan and Nick Tolley for James Center North. The name picked for the site is Aviva Crossing. Her report includes a couple of logo ideas and color palette. Aviva was picked for a couple of reasons—it has different meanings in different languages, staff wanted something that indicated something fresh and new happening at James Center North. Crossing was picked because it is a crossing where Tacoma meets University Place. It is also not overused.

9. NEW BUSINESS

8.1 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.

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

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

Motion Approved: July 28, 2021

Stanley Rumbaugh, Chair

**8.2 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:

The Board of Commissioners of the Housing Authority of the City of Tacoma, Washington that the agency is authorized to spend up to an additional

\$160,000 for IT equipment for 2021 in order to deliver improved customer service, reliability, efficiency and productivity for staff.

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

Upon roll call, the vote was as follows:

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

Motion Approved: July 28, 2021

Stanley Rumbaugh, Chair

**8.3 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.

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

Upon roll call, the vote was as follows:

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

Motion Approved: July 28, 2021

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

Commissioner Hodge noted how weird it felt to not have Michael Mirra at the meeting and noted what a great job Interim ED Black did for her first meeting. Chair Rumbaugh stated that it is clear that staff are working on their maximum performance level. “It is a big time for change and opportunities both good and bad,” he added. Vice Chair Smith appreciates the staff and their work. She added that her voice is for tenants and what she mentions are for resources.

10. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:35 pm.

APPROVED AS CORRECT

Adopted: August 25, 2021

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$6,832,864 for the month of July 2021.

Approved: August 25, 2021

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of July 2021

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	95,000	-	95,054	
Accounts Payable ACHs	ACHs	708	-	747	
Business Support Center				594,486	Program Support
Moving To Work Support Center				77,015	
Moving To Work Buildings (used by Support Center)				168,541	
Tax Credit Program Support Center				26,603	
Section 8 Programs				177,636	Section 8 Operations
Arlington Crisis Residential Center				42	Properties
Highland Crest Apts				25	
James Center				60	
KeyBank Building				424	
Mr Mac Building				12	
Prairie Oaks Operations				342	
Salishan 7				10,696	
Alberta J Canada Bldg				25	
CSA Program - THDG				283,249	THDG
Trees Properties (Conifer S, Pine Tree, Redwood Juniper)				5,000	Development
James Center				3,265	
HT 1500 Block				4,000	
Developer Fee - General Development Activity				61,100	
Bus Development Activity				2,462	Client Support
CS General Business Activities				756	
CSA Program - Business Activities				(813)	
Department of Commerce Funding for Crisis Residential Center				151,680	
Community Services MTW Fund				12,028	
Education Private Grants (Gates, etc.)				12,340	Public Housing
AMP 9 - HT 1500 - Subsidy				11	
THA SUBTOTAL				1,590,985	
Hillside Terrace 2 & 1500				1,282	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				2,044	
Arlington Youth Campus				1,133	
Court F (The Rise)				529	
Renew Tacoma Housing				14,139	
Salishan 1 - Salishan 6				5,760	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				24,886	1,615,872
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	484,575	-	484,673	158,264
	ACHs	8,624	-	9,625	3,559,184
Payroll & Payroll Fees - ADP					\$ 1,499,545
TOTAL DISBURSEMENTS					\$ 6,832,864



TACOMA HOUSING AUTHORITY

Date: August 25, 2021

To: THA Board of Commissioners

From: Rich Deitz
Interim Director of Finance

Re: Finance Department Board Report

1. FINANCIAL STATEMENT

I present the July 2021 disbursement report for your approval.

The Finance Department is submitting the financial statement for the period through June 30, 2021. This is the mid-year report, reflecting the agencies performance for the first half of the year.

In reviewing the financials, *Line 51 – Surplus/(Deficit) before Capital Expenditures* shows a surplus of \$251,623 YTD. We are currently projecting a surplus at year-end of \$1,976,855. On *Line 56 – THA Surplus/(Deficit)* you will see that once capital expenditures are taken into account we have a small deficit of \$234,970 YTD, but we still project a year-end surplus of \$767,257.

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

- *Line 1, HAP Reimbursements* – We remain under budget in this area primarily for two reasons. The first is a timing issue related to how Housing and Urban Development (HUD) disburses these funds. HUD disburses these funds based on historical Housing Assistance Program (HAP) expenses, which are significantly less than our Moving to Work (MTW) expenses. These additional MTW expenses are funded when we submit a cash reconciliation to HUD demonstrating the requirement for the additional funding to cover prior expenditures. We recently submitted a \$4.5 million draw to HUD which will help bring the revenue more in line with the budget. Both methods of funding are dependent on THA expenditures, which brings us to the second reason for the variance. As detailed on line 44, our HAP expenditures are significantly under budget as is our *Total Expenditures* (line 46).
- *Line 5 – Capital Fund Operating Revenue* – This is mainly a carryover of funds from 2019. We have until 2024 to actually expend these funds and balance out the timing of drawing this down based on our MTW program needs.
- *Line 11 – Developer Fee Income* – The developer fee income relates to The Rise and Arlington Youth Campus Apartments. It is currently anticipated that we will receive the budgeted developer fee in the fourth quarter of 2021.

- *Line 12 – T/C Waterfall Payments* – We have received all of the 2021 tax credit waterfall payments for THA managed properties. We are currently waiting on a small payment from a third-party managed property.
- *Lines 15 – 25 – Administrative Expenses* – We are under budget in nearly every category with the exception of *Legal*. The overage in legal expenses is attributable to the Trees settlement. The largest variance from a dollar perspective is in salaries and benefits. Many of the new positions budgeted for 2021 are still in the process of being filled. Management fees are lower than projected due to a delay in the lease up of special purpose vouchers and a technical difference in how management fees are charged to Salishan 7. After being largely non-existent in the first half of the year, we are starting to see Travel/Training expenses pick up.
- *Lines 26 – 30 – Tenant Service* – This area continues to be under budget in the second quarter. Salaries and benefits for the second quarter are up significantly from the first quarter as new and vacant positions continue to be filled. This trend should continue into the third quarter. Relocation will continue to run above budget the entire year as we continue to pay tenant relocation expenses in order to right size the units throughout the portfolio. The 2021 Budget included \$25K for moving existing tenants into the Rise, however it was budgeted in *Tenant Service – Other* and not *Relocation Costs*. The underspending compared to the budget in *Tenant Services – Other* primarily relates to grant funded expenses that we anticipate will be captured in the second half of the year.
- *Lines 32 – 36 – Ordinary Maintenance and Operations* – In total this category is in line with the budget, but there are some underlying variances that will continue throughout the year. The maintenance salaries are over the budgeted amount primarily due to our third-party managed budgeting these expenses in *Contract Maintenance*. When the actual expenses are recorded they show under *Maintenance Salaries* in our system. We will work on bringing this in line in 2022.
- *Line 39 – Other General Expense* – This line includes COVID-19 funding that is transferred to the tax credit properties to cover qualified COVID related expenses. As of the end of June THA had transferred \$116K to the properties to cover these expenses. These transfers/expenses were not included in THA's budget. There was also \$79K paid in excise taxes for our commercial property that we had inadvertently left out of the budget. This is an annual expense that we will include in future budgets.
- *Line 43 – Section 8 HAP Payments* – Due to the eviction moratorium the budgeted \$5 per month HAP increase has not materialized. THA has recently begun accepting rent increases and as a result is anticipating HAP costs to increase as we approach year end. We also budgeted \$1.5 million for eviction prevention under Sec 8 HAP which we have not utilized yet. The combination of these two factors has led to a significant reduction in HAP expense compared to budget. We will continue to look at ways to assist more clients and better assist the ones we already have.

2. INVESTMENTS

Surplus funds are invested in Heritage checking and the Washington State Investment Pool. Rates with Heritage Bank are at .27%. The Washington State Local Government Investment Pool currently provides a return rate of .08%.

3. AUDIT

The Washington State auditors recently began their work on the 2021 audit. Historically they have begun fieldwork in early July, this year they began the first week of August. Even with this truncated time frame, the auditors are confident that they will complete their work in time for the financial submission to be completed and submitted to HUD by September 30th. The auditors will initially focus on the Single Audit (Compliance) and financial portion of the audits. Once these portions are complete, they will shift their focus to the Accountability portion.

4. BUDGETS

We are pleased to report that much of the anticipated administrative time savings from utilizing the budget software has materialized. We were able to hold budget kickoff meetings with each of the departments in the beginning of August. While this is the second year, we have had the departments working in the budget software, due to the leadership turnover this was the first year for many. The initial department budget submissions will be due back to Finance on September 8th. This will provide us with the framework for future discussions regarding priorities and resource allocation.

5. YEAR END UPDATE

There is no update at this time.

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

	June-21				Thru 12/31/2021		
	CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS							
1 HUD grant - Section 8 HAP reimbursement	13,836,657	23,778,519	28,409,203	-16.30%	53,557,038	56,818,406	-5.74%
2 HUD grant - Section 8 Admin fee earned	1,105,783	2,320,996	2,345,485	-1.04%	5,168,493	4,690,970	10.18%
3 HUD grant - Community Services	(22,658)	40,756	122,331	-66.68%	244,662	244,662	0.00%
4 HUD grant - Public Housing subsidy	8,774	24,838	20,000	24.19%	49,676	40,000	24.19%
5 HUD grant - Capital Fund Operating Revenue	0	0	250,050	-100.00%	500,100	500,100	0.00%
6 Other Government grants	488,365	840,053	1,080,478	-22.25%	2,181,838	2,160,956	0.97%
7 Tenant Revenue - Dwelling rent	683,716	1,365,701	1,349,031	1.24%	2,731,403	2,698,061	1.24%
8 Tenant Revenue - Other	34,416	67,581	75,750	-10.78%	135,163	151,500	-10.78%
9 Management Fee Income	707,037	1,385,208	1,472,837	-5.95%	2,770,415	2,945,674	-5.95%
10 Other Revenue	926,558	1,610,001	1,747,083	-7.85%	3,426,191	3,494,166	-1.95%
11 Other Revenue- Developer Fee Income	0	0	1,341,300	-100.00%	2,682,600	2,682,600	0.00%
12 Other Revenue - T/C Waterfall Payments	1,836,971	1,836,971	962,000	90.95%	1,847,795	1,924,000	-3.96%
13 Investment income	13,392	32,983	28,075	17.48%	65,966	56,150	17.48%
14 TOTAL OPERATING RECEIPTS	19,619,012	33,303,608	39,203,623	-15.05%	75,361,339	78,407,245	-3.88%
OPERATING EXPENDITURES							
<i>Administrative Expenses</i>							
15 Administrative Salaries	2,162,133	3,812,246	4,542,547	-16.08%	8,354,792	9,085,093	-8.04%
16 Administrative Personnel - Benefits	707,711	1,307,606	1,766,772	-25.99%	2,865,706	3,533,544	-18.90%
17 Audit Fees	0	0	36,185	-100.00%	72,370	72,370	0.00%
18 Management Fees	103,447	197,406	262,079	-24.68%	498,438	524,158	-4.91%
19 Office Expense	355,736	668,977	886,594	-24.55%	1,457,954	1,773,187	-17.78%
20 Legal	159,332	192,691	129,825	48.42%	310,383	259,650	19.54%
21 Travel/Training	160	393	136,797	-99.71%	75,786	273,594	-72.30%
22 Other administrative expenses	485,826	1,007,774	1,161,843	-13.26%	2,015,548	2,323,685	-13.26%
23 Due diligence - Perspective Development	51,354	74,754	500,000	-85.05%	400,000	1,000,000	-60.00%
24 Contingency	0	0	87,500	-100.00%	0	175,000	-100.00%
25 Total Administrative Expenses	4,025,699	7,261,847	9,510,141	-23.64%	16,050,977	19,020,281	-15.61%

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		June-21				Thru 12/31/2021		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
26	Tenant Service - Salaries	352,416	635,399	789,227	-19.49%	1,470,798	1,578,453	-6.82%
27	Tenant Service Personnel - Benefits	125,300	234,847	328,376	-28.48%	549,693	656,752	-16.30%
28	Relocation Costs	15,609	35,712	1,330	2585.11%	55,712	2,660	1994.44%
29	Tenant Service - Other	533,486	925,602	1,394,416	-33.62%	2,601,204	2,788,832	-6.73%
30	Total Tenant Services	1,026,811	1,831,560	2,513,349	-27.13%	4,677,408	5,026,697	-6.95%
	Utilities							
31	Total Project Utilities	134,264	218,132	205,727	6.03%	496,264	411,453	20.61%
	Ordinary Maintenance & Operations							
32	Maintenance Salaries	99,480	174,094	107,689	61.66%	348,188	215,378	61.66%
33	Maintenance Personnel - Benefits	32,482	59,051	48,434	21.92%	118,103	96,868	21.92%
34	Maintenance Materials	28,795	49,767	73,535	-32.32%	99,534	147,070	-32.32%
35	Contract Maintenance	116,772	231,712	278,761	-16.88%	463,423	557,522	-16.88%
36	Total Routine Maintenance	277,529	514,624	508,419	1.22%	1,029,248	1,016,838	1.22%
	General Expenses							
37	Protective Services	8,359	21,716	41,200	-47.29%	57,911	82,400	-29.72%
38	Insurance	63,650	125,289	141,351	-11.36%	250,577	282,701	-11.36%
39	Other General Expense	212,894	369,730	191,495	93.08%	539,460	382,990	40.85%
40	Interest Expense	136,496	265,575	259,900	2.18%	531,149	519,800	2.18%
41	Total General Expenses	421,398	782,309	633,946	23.40%	1,379,098	1,267,891	8.77%
42	TOTAL OPERATING EXPENSES	\$ 5,885,701	\$ 10,608,472	\$ 13,371,580		\$ 23,632,995	\$ 26,743,160	
	Nonroutine Expenditures							
43	Ext. Maint/Fac Imp/Casualty Loss	0	0	25,550	-100.00%	51,100	51,100	0.00%
44	Sec 8 HAP Payments	11,661,086	22,398,951	24,444,387	-8.37%	47,847,902	48,888,773	-2.13%
45	Total Nonroutine Expenditures	11,661,086	22,398,951	24,469,937	-8.46%	47,899,002	48,939,873	-2.13%
46	TOTAL EXPENDITURES	17,546,787	33,007,423	37,841,517	-12.77%	71,531,996	75,683,033	-5.48%
47	OPERATING SURPLUS/(DEFICIT)	2,072,224	296,184	1,362,106	-78.26%	3,829,343	2,724,212	40.57%
48	Debt Service Principal Pymt/Loan Payoffs	(28,399)	(44,561)	(926,244)	-95.19%	(1,852,488)	(1,852,488)	0
49	Surplus/Deficit Before Reserve Appropriations	2,043,825	251,623	435,862	-42.27%	1,976,855	871,724	126.78%
50	Reserve Appropriations - Operations	0	0	0		0	0	
51	Surplus/Deficit Before Captial Expenditures	2,043,825	251,623	435,862		1,976,855	871,724	
52	Capitalized Items/Development Projects	(339,777)	(400,267)	(4,912,500)	-91.85%	(3,661,945)	(9,825,000)	-62.73%
53	Reserve for Replacement	(86,327)	(86,327)	(86,327)	0.00%	(172,653)	(172,653)	0.00%
54	Revenue - Capital Grants/Sale of Property	0	0	812,500	-100.00%	625,000	1,625,000	-61.54%
55	Reserve Appropriations - Capital	0	0	3,875,000	-100.00%	2,000,000	7,750,000	-74.19%
56	THA SURPLUS/(DEFICIT)	1,704,048	(234,970)	124,536		767,257	249,071	

TACOMA HOUSING AUTHORITY

CASH POSITION - June 2021

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	9,521,123	0.27%
Section 8 Checking	1,758,228	0.27%
THA Affordable Housing Proceeds-Salishan	1,971,195	0.27%
THA Scattered Sites Proceeds	5,884,383	0.27%
FSS Escrows	220,086	0.27%
CSA Escrows	123,308	0.27%
Note Fund Account	103	0.27%
Credit Card Receipts	6,363	0.27%
Key Bank Security Deposits	1,052	0.27%
THA Investment Pool	337	0.27%
THDG - Tacoma Housing Development Group	1,069,756	0.27%
Salishan 7 Operations	1,454,543	0.27%
Salishan 7 Security Deposit	28,941	0.27%
Salishan 7 Replacement Reserve	459,779	0.27%
Salishan 7 Operating Reserve	203,582	0.27%
Highland Crest Operations	1,379,423	0.27%
Highland Crest Replacement Reserve	295,158	0.27%
Highland Crest Security Deposit	38,374	0.27%
Outrigger Operations	563,064	0.27%
Outrigger Replacement Reserve	229,557	0.27%
Outrigger Security Deposit	19,049	0.27%
Prairie Oaks Operations	189,969	0.27%
Prairie Oaks Replacement Reserve	35,943	0.27%
Prairie Oaks Security Deposit	6,371	0.27%
Payroll Account	4,779	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	\$ 1,525,531	0.08%
1. TOTAL THA CASH BALANCE	\$ 27,920,029	
Less:		
2. Total MTW Cash Balance	\$ -	
<i>Less Minimum Operating Reserves</i>		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)	\$ -	
3. MTW Cash Held By HUD	\$ 7,850,221	
4. Non MTW Cash Restrictions/Obligations		
4.1 Non MTW Operational Restrictions		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,855,578	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,971,195	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,884,383	
4.20 THA Property Accounts Reserved	\$ 2,604,960	
4.201 Security Deposit Accounts	150,589	
4.202 Highland Crest Operations Reserves	320,000	
4.203 Highland Crest Replacement Reserves	295,158	
4.204 James Center North Operations Reserves	230,000	

TACOMA HOUSING AUTHORITY

CASH POSITION - June 2021

4.205 James Center North Capital	262,935		
4.206 Outrigger Operations Reserve	150,000		
4.207 Outrigger Replacement Reserves	229,557		
4.208 Prairie Oaks Operations Reserves	77,000		
4.209 Prairie Oaks Replacement Reserves	75,943		
4.210 Salishan 7 Operations Reserves	354,000		
4.211 Salishan 7 Replacement Reserves	459,779		
4.30 Rental Assistance Reserves		\$ 1,089,629	
4.301 Mod Rehab Operating Reserves	90,732		
4.302 VASH, FUP, NED, EHV & MAIN HAP Reserves	754,527		
4.303 FSS Escrows	244,370		
4.40 Prepaid Grants		\$ 2,855,637	
4.401 TPS Interlocal (CS-2017-011)	236,128		
4.402 UWPC - Strong Families (CS-2018-003)	49,815		
4.403 Balmer Foundation - Education Prog (CS-2020-005)	616,372		
4.404 College Spark (PI-2018-005)	60,547		
4.405 GTCF Grant (PI-2019-005)	257,107		
4.406 Foundation for Tacoma Students (PI-2019-009)	1,257		
4.407 Gates - THA Education Program (PI-2020-006)	250,653		
4.408 Kresge Foundation - CHAP Program (RA-2019-009)	264,002		
4.409 Ballmer Foundation - COVID Rent Assist (RA-2020-003)	50,000		
4.410 THDG	1,069,756		
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)		\$ 16,905,803	
4.70 Agency Contracted or Budgeted Commitments Remaining		\$ -	
	-		
	-		
4.99 Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$ 16,905,803	
5. THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$ 11,014,226	
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

Real Estate Development Committee

Chair Stanley Rumbaugh
Commissioner Derek Young

Finance Committee

Commissioner Derek Young
Commissioner Minh-Anh Hodge

Community Partnerships and Advocacy Committee

Vice Chair Shennetta Smith
Commissioner Pastor Michael Purter

Education, Housing, Services and Partnerships 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

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-08-25 (1)

Date: August 25, 2021
To: THA Board of Commissioners
From: April Black
Interim Executive Director
Re: Amendment to 902 1st Floor TI Construction Contract

This resolution would authorize Tacoma Housing Authority's (THA) Interim Executive Director to amend the construction contract for the 902 Administrative Office Building 1st Floor Tenant Improvement (TI) project and approve a budget increase to offset additional IT and code compliance upgrades.

Background

THA contracted with Berschauer Construction Incorporated for the 902 1st Floor TI project. Work began June 1, 2021. The need for electrical and low voltage code compliance upgrades were discovered following demolition. In addition, THA's IT staff determined the installation of new low voltage and server room materials will enhance the service and longevity of the data systems. The upgrade costs exceed the previously approved contract and budget by \$103,000.

With the 2021-04-28 (3) Resolution, the Board of Commissioners (BOC) approved a TI construction contract of \$659,500 and a not to exceed of \$750,000 without additional Board approval. The additional upgrade costs will bring the contract to \$762,500 and a not to exceed to \$853,000. The BOC approved \$1,500,000 in MTW funds for overall 902 improvements including TI construction, roof & HVAC repairs and all related architecture, engineering, moving and service costs. The increased construction costs will bring the overall 902 improvement MTW budgeted funds to \$1,603,000.

Recommendation

Approve Resolution 2021-08-25 (1) to increase the construction contract \$103,000 for a total amount of \$762,500 and a not exceed \$853,000 and bring the overall 902 improvements budget to \$1,603,000.



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-08-25 (1) **Amendment to 902 1st Floor TI Construction Contract**

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

WHEREAS, Electrical and low voltage code compliance upgrades were discovered during the 902 1st Floor construction; and

WHEREAS, THA's IT staff determined the installation of new low voltage and server room materials will enhance the service and longevity of the data systems; and

WHEREAS, In order to meet code compliance and preserve and enhance data system service; now, therefore, be it

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

Increase the construction contract and budget \$103,000 to a total amount of \$853,000 and bring the overall 902 improvements budget to \$1,603,000.

Approved: August 25, 2021

Stanley Rumbaugh, Chair