



**COMMUNITY ROOTS**  
— HOUSING —

# **PDA Board Meeting**

## **February 2025**

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**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 1:**  
Meeting Keys

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## February 2025

### Community Roots Housing Board Meeting Keys and Agenda

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The Meeting will start at 5:30 PM. Please try to arrive a little early so we can start on time.

**As always, reading the Keys in advance of the meeting will provide you with a good overview of the topics to be addressed and voted on.**

#### Meeting

**Welcome and Introductions, Agenda Review and Other:** Board, staff and guests of the Board will make brief introductions as time permits. The Chair will review the agenda.

**Disclosures and Recusals:** Board members will review items on the agenda and make any necessary disclosures and recusals.

**Consent Agenda:** Frank will present the consent agenda. Any Board member may remove an item from the consent agenda for full Board consideration.

**Introduce Sara Maxana:** Frank will introduce Sara Maxana, a PDA board member candidate, whom is a long-time urbanist and planner.

**Attendance Awards:** Sondra will present Board member attendance awards for 2024.

**CEO Search Committee Update:** Frank will update the board of new developments from recent committee meetings. A search firm has been hired. [Valtas Group](#).

**10-Minute Lesson:** Lisa Hagen will give a lesson on Year 15 Exit processes and protocols. She will present Resolution 2025-01 Holiday Year 15 Exit and ask for Board approval.

**Resolution 2025-02 Emerging Leader, Robert Colton:** Robert was introduced to us by Bob Fikso and Drew Porter. He has legal and housing background and will be clerking for the WA Supreme Court as he wraps up his law degree.

**Public Comment:** We will provide up to 10 minutes for public comment as needed, or members of the public can place comments in the chat.

**Executive Session:** We will enter executive session pursuant to RCW 42.30.110 (c) To consider the minimum price at which real estate will be offered for sale...when public knowledge regarding such consideration would cause a likelihood of decreased price. However, final action selling or leasing public property shall be taken in a meeting open to the public.

#### Finance and Asset Management

**Financial Summary:** Leslie and Chasten will present the regular report and dashboard through December 2024. Financials were reviewed by the FAM committee.

**Resolution 2025-03 – Authorization of Board Designated Operating Funds:** CRH relies on property fees, property cash flow, contributions, and cash developer fees to cover operating expenses. In 2024 and 2025 cash developer fees have been delayed or at risk due construction delays and to needing longer to achieve leasing targets. Additionally, there have continued to be more demands on CRH operating cash that have tied up funds available. For example, some operating costs for new construction interest carry or insurance premiums have been paid by CRH, and these costs won't be reimbursed until the property has enough surplus rental income to begin repaying the obligations. The continued uncertainty of timing and amounts of cash developer fee makes weekly cash planning more difficult, and having access to board designated funds would provide useful working capital to cover timing differences and allow for uncertainty.

We propose using up to \$500,000 of the operating fund, as needed, to assist with short-term cash needs. Our intent is to minimize the use of this fund in order to preserve liquidity, and to replenish funds on a revolving basis.

Management intends to fully reimburse and add to the operating fund with future property dispositions, currently expected between June 2025 and September 2025. This resolution was presented to FAM and recommended to the full Board.

### **Presentations and Discussion**

**Resolution 2025-04 Authorizing the Presentation of Information in Connection with Public Policy Matters Currently Affecting the Program's Ability to Carry Out its Purpose:** Chris will present the resolution authorizing staff to present to City Council and other policy makers on the landlord issues discussed in the Board meeting in January. Staff presented to the Resident Advisory Committee who overwhelmingly supported the proposals. Several RAC members have volunteered to provide testimony to City Council.

**Critical Path Updates:** Chris will provide an update to critical path issues, including Heartwood, lease-ups, as well as immigration and federal funding impacts. Heartwood is listed and publicized in both the Daily Journal of Commerce and Puget Sound Business Journal. Tours are ongoing. We also continue to follow possible financing leads. Lease-ups have improved although the lateness of all of our projects will lead to lost revenue. Staff continue to negotiate those. The likelihood of funding loss is not fully known but staff have begun to quantify the risk. Likewise, we are beginning to provide support for staff in case immigration policy attempt to enter any of our properties. Property Management leadership met with Pacifica Law Group on Thursday to deepen our understanding of our rights and obligations.

**Pipeline Overview:** Thea will provide an overview of our current pipeline and share proposals to the decision-making discussed at Executive Team and Executive Committee members.

**Proposal to hire Dana Moore:** Staff will present a proposal to hire consultant Dana Moore to analyze our operations and provide recommendations on improvements.

### Upcoming Meetings and Events

*Please let Carolina or Sondra know if you'd like additional information on any event or meeting.*

- February 18                      Resident Advisory Council
- March 3                            Executive Committee
- March 10                         PDA Board Meeting
- March 25                         Youth Care Project Ground Breaking
- March 26                         CRH Boards Retreat

### Board Packet Sections

1. Meeting Keys, p. 5-7
2. Meeting Agenda, p. 11
3. February 2025 Finance Report, December Statements and Asset Management Report, p. 15-30
4. Resolution 2025-01 – Holiday Year 15 Exit , p. 33-36
5. Resolution 2025-02 – Board Appointments, p. 39-42
6. Resolution 2025-03 – Authorization of Board Designated Operating Funds, p. 45-49
7. Resolution 2025-04 – Authorizing the Presentation of Information in Connection with Public Policy Matters Currently Affecting the Program's Ability to Carry Out its Purpose, p. 53-55
8. Consent Agenda and Attachments, p. 59-81
  - a. Contracts and Expenditures, p. 59
  - b. January 2025 Board Minutes Draft, p. 60-65
  - c. Fundraising & Communications Memo, p. 66-69
  - d. Resident and Property Success Committee Report, p. 70-71
  - e. Resident Services Report, p. 72-74
  - f. Property Development Committee Report, p. 75-78
  - g. Executive Committee Minutes, p. 79-81

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**COMMUNITY ROOTS**  
— HOUSING —

# **SECTION 2:**

## Agenda

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**COMMUNITY ROOTS HOUSING BOARD  
REGULAR MEETING**

February 10, 2024

5:30-7:30 PM

Pike Pine Conference Room and RingCentral  
1620 12<sup>th</sup> Ave Seattle, WA 98122

RingCentral Link

<https://v.ringcentral.com/join/803106105?pw=88d3c310ecf8abde27c942bd0c7e8b65>

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**AGENDA**

**5:30 Call to Order (Alvarado) – 25 mins total**

- a. Welcome, Introductions, Agenda Review – 5 mins
- b. Disclosures and Recusals
- c. Consent Agenda Sec. 8, Page 57
- d. Introduce Sara Maxana
- e. Attendance Awards (Cardin) – 5 mins
- f. CEO Search Committee Update – 5 mins
- g. 10-Minute Lesson: Year 15 Exits (Hagen) – 10 mins
  - Resolution 2025-01: Holiday Year 15 Exit Sec. 4, Page 31
- h. Resolution 2025-02:  
Emerging Leader, Robert Colton (Alvarado, Persons) Sec. 5, Page 37

**5:55 Public Comment – 10 mins total**

**6:00 Executive Session – 20 mins total**

- a. Dispositions (in executive session)

**6:20 Finance and Asset Management – 15 mins total**

- a. December Financials (Woodworth, Fulbright) – 5 mins Sec. 3, Page 13
- b. Resolution 2025-03: Board Designated Fund Release – 10 mins Sec. 6, Page 43

**6:35 Presentations & Discussion (Persons, Woodworth, Oommen) – 55 mins total**

- a. HDC Landlord Tenant Advocacy
  - i. Resolution 2025-04: Authorizing the Presentation of Information in Connection with Public Policy Matters Currently Affecting the Program’s Ability to Carry Out its Purpose (Oommen)– 20 mins Sec. 7, Page 51
- b. Critical Path Updates (Persons, Woodworth, Oommen) – 5 mins
  - i. Heartwood
  - ii. Lease ups
  - iii. Immigration and Federal Funding
- c. RED Projects Update (Munchel) – 10 mins
  - i. Pipeline Overview
- d. Proposal to hire Dana Moore and 2025 planning (Oommen and E-Team) – 20 mins

**7:30 Adjourn (Alvarado)**

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**COMMUNITY ROOTS**  
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**SECTION 3:**  
February 2025 Finance  
Report, December  
Statements, and Asset  
Management Report

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**FEBRUARY 2025 FINANCE & ASSET MANAGEMENT BOARD REPORT AND MINUTES**

*December 2024 reporting (preliminary year-end closing figures)*

Finance & Asset Management Committee Members: **Chasten Fulbright, Michelle Purnell-Hepburn, Drew Weber, Kristen Winkel**

Staff Liaisons to the Board: **Leslie Woodworth, Lisa Hagen**, Chris Persons, **Andrew Oommen**, Lariah Thompson, **Lucas Simons, Anthony Tuong**

**Date, time and location of meeting:** February 4, 2025 – 4:00 PM – RingCentral meeting

**Financial Position Summary:**

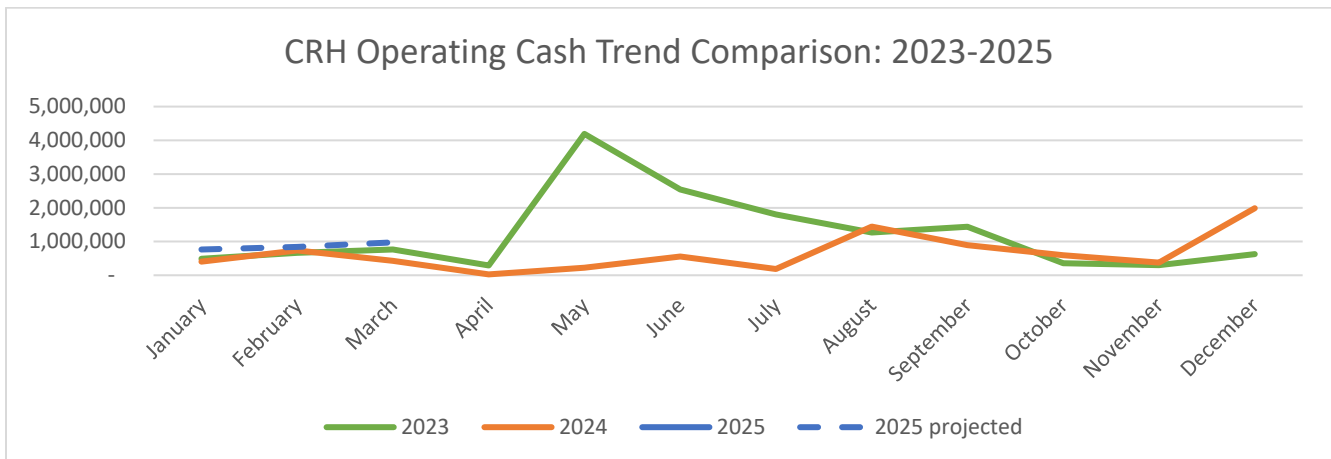
**BALANCE SHEET**

During December, unrestricted operating cash increased \$1.3m.

- Significant inflows included a \$1.3m of net proceeds from the disposition of Broadway Apartments, \$393k of cash developer fee from YouthCare project closing, \$350k payment from Station House for deferred developer fee from the final equity installment, and \$110k of funds from CRH Foundation.
- Significant outflows included \$794k for two payrolls, and \$33k for Heartwood operations
- Construction activity during the month resulted in a net increase of \$161k from various projects. The timing differences occur from delays between funding draws and vendor disbursements.
- Lease-up activities for new construction resulted in a net cash decrease of \$15k, prior to reimbursement from construction or operating funds.

The board designated operating fund balance remains at \$1m. The board’s goal is to replenish designated funds to \$3m (\$2m operating fund, \$1m opportunity fund).

Liquid cash has been replenished from recent disposition proceeds, however careful cash management is still necessary. There are anticipated delays in receipt of previously expected cash developer fees due to longer timelines needed to achieve project milestones.



Predevelopment and construction project activity was minimal during December, except for the following significant transactions:

- **Closed on construction financing for YouthCare project and admitted investor member to the partnership.** The component unit was removed from the blended consolidation presentation, which impacted several balance sheet categories. In addition to receipt of developer fee by CRH, the predevelopment funding was reimbursed, and balances replenished (or funds restricted for reimbursement purposes). Specific balance impacts:
  - Removing the entity from the blended consolidation reduced land \$5.9m, construction in process \$2.7m, and \$7.4m notes payable
  - Closing on construction financing increased miscellaneous restricted cash by \$1.7m for pending predevelopment reimbursements, reduced the balance due from affiliates by \$2.6m, and decreased accounts payable \$584k
- **Closed on purchase of land and assignment of predevelopment for the Hill 21 project, formerly Jazz House.** The land and predevelopment costs were previously held by a discrete component unit with outside ownership. The December purchase included reimbursement of costs from the exiting partner, and a new financing source to take over the prior debt. Predevelopment costs were moved from the affiliate to CRH. Specific balance impacts:
  - New CRH-direct balances: Land increased \$3.7m, construction in process increased \$2.1m, and notes payable increased \$3m
  - Exit and dissolution of former partnership: Balance due from affiliates decreased \$2.9m

Other significant transactions in December:

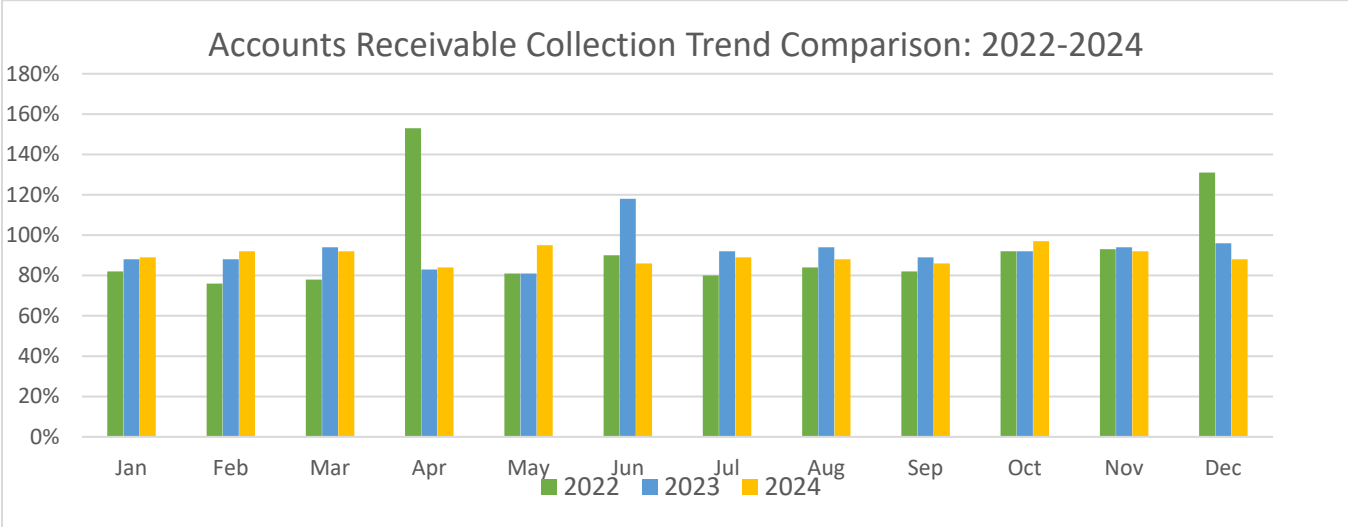
- Disposition of the Broadway apartments reduced land (\$100k) and building assets (\$386k), net of accumulated depreciation (\$263k). The small mortgage was paid off, and net proceeds of \$1.3m were received (as mentioned with cash inflows).
- Year-end closing accruals included recognition of additional \$615k of allowance for bad debts based on size and age of receivable balances, and recognition of deferred developer fee earned through construction completion for Devonshire and Africatown Plaza.

*(Accounts receivable discussion moved to next page for placement with collection trend graph.)*



Tenant accounts receivable decreased \$211k, compared to a \$64k increase in the prior month. This included two year-end adjustments to reclassify the intercompany rent balance of \$402k (decrease) and to reclassify prepaid rent balances of \$211k (increase). Remaining tenant billing and payment activity for the month was a decrease of just \$22k, split between commercial (\$19k) and residential (\$3k).

Portfolio-wide residential collections were approximately 87% in December, with total collections at 88%. Total cash receipts of \$1.733k in December were \$133k lower than November receipts.



\*Rental assistance awards impacted comparability for September 2021, April 2022, December 2022, and June 2023

\*New property management software implementation impacted accuracy of monthly figures in April through September 2023

**OPERATING STATEMENT**

The year-to-date operating statement through December 2024, shows an adjusted operating surplus of \$298k, as compared to a budgeted surplus of \$1.1m, resulting in a negative variance of \$777k.

Transactional inflows provided the most significant variance between budget and actual, a difference of \$2.0m. The variance is due to \$600k of sales proceeds held back at the time of sale for the Park Hill, which we hope to recover before the end of 2025, with the next installment of \$130k expected in February. Additionally, the budget included expectation of \$1.3m of disposition proceeds from the projected sale of Holden Vista in Q4 to be used towards operations. The initial and second buyers fell through, and plans for the building are being re-evaluated.

Developer fee revenue was \$78k lower than budget due the following, with current month update including a net change of \$168k:

- Timing difference carried forward from prior year \$151k:
  - Pride Place \$151k cash developer fee received in January 2024, expected in December 2023
- Current year timing differences, delayed (\$1.6m):
  - Africatown (\$85k) construction completion installment expected February 2024, now expected with the perm conversion installment later in 2025
  - Pride Place (\$750k) perm conversion installment expected May 2024, and (\$300k) final installment expected November 2024; pushed out to June 2025 and December 2025, respectively. The installment amounts are expected to be lower due to lease-up delays and lower achievable rents.

- Devonshire (\$475k) construction completion installment expected December 2024, now expected to be held back until perm conversion installment later in 2025
- Difference in amounts received \$\$1.0m:
  - White Center HUB (\$200k) expected January 2024, received \$369k in May 2024
  - White Center Residential (\$400k) expected February 2024, received \$450k in May 2024
  - Station House (\$90k) cash flow installment expected April 2024, received \$350k in November 2024, and another \$250k in December 2024
  - YouthCare (\$75k) expected March 2024, received \$393k in December 2024 at closing
- Received but not budgeted \$334k:
  - Twelfth Avenue Arts cash flow distribution of deferred developer fee \$54k
  - 13<sup>th</sup> & Fir \$280k received for permanent conversion in July 2024, which was not budgeted due to uncertainty

Bad debt expense exceeded budget by \$234k, due to move-outs of tenants with larger balances accumulated without payment. Tenant balances were allowed to grow during the pandemic and afterwards, as public policy limited evictions and court system scheduling has forced further delays. This line item only includes actual write-offs during 2024, and does not capture changes in the allowance for doubtful accounts (accrual).

Grants and donations exceeded planned amounts expected from the CRH Foundation by \$240k. Additional grants included \$916k from the City of Seattle Office of Housing for funding of resident services and some property stabilization funds.

Cash distributions from affiliates exceeded budget by \$844k, due to a larger than expected distribution from the Bonanza properties, \$224k from Holden Vista surplus cash, and \$166k from Haines. This activity occurred earlier in 2024.

Overall operating expenses were \$80k below budget. This is due to cost savings from personnel vacancies not yet filled and various intentional cost-saving efforts, offset by greater than expected spending on repairs and maintenance.

## **BUDGET PRESENTATION COMMENTS FOR 2024**

Budgeted transactional inflows (net) primarily consist of \$5.5m of expected net proceeds from two property dispositions. This is offset by a revenue contingency, to reflect likelihood of collecting less than 100% of billed revenue, as well as the intention to increase operating cash reserves.

**Financial Review:** The committee reviewed the monthly financial reports. Comments and Analysis regarding the Balance Sheet and Operating Statement are included as annotations in the attached statements.

### **The committee reviewed the Property Management dashboard report**

December figures for the portfolio were as follows:

- Monthly physical vacancy 9.5%
- Lease-up activity for 4 properties: 42 move-ins and 29.9% vacancy

**Department and Project Updates:** Staff provided brief updates on the following:

- Disposition updates
- Year-15 Exit Resolution
- Board designated funds
- A/R and Cash Flow updates

## Community Roots Housing Blended Balance Sheet

	12.31.2024 <b>Preliminary</b> Unaudited	11.30.2024 Unaudited	Change from prior month		12.31.2023 Internal Presentation	12.31.2022 Internal Presentation
<b>ASSETS</b>						
<b>Unrestricted Cash</b>						
CRH Operating Cash	1,987,275	666,216	1,321,059	<b>1</b>	652,327	670,162
Blended Partnerships Operating Cash	1,701,846	1,745,957	(44,111)		2,425,961	3,251,437
General Building Reserves	216,598	216,598	0		366,598	366,598
<b>Total Unrestricted Cash</b>	<b>3,905,719</b>	<b>2,628,771</b>	1,276,948		<b>3,444,886</b>	<b>4,288,197</b>
<b>Accounts Receivable</b>						
Tenant & Commercial AR	1,981,010	2,192,376	(211,366)	<b>2</b>	1,454,825	1,373,910
Grants Receivable	0	0	0		0	884,521
GAAP Rent Receivable	322,195	321,358	837		321,358	304,544
Other Receivable	1,790,382	1,684,635	105,747		2,751,772	795,482
Allowance	(1,596,215)	(981,109)	(615,106)	<b>3</b>	(981,109)	
<b>Total Accounts Receivable</b>	<b>2,497,372</b>	<b>3,217,260</b>	(719,888)		<b>3,546,846</b>	<b>3,358,457</b>
<b>Board Designated Reserve</b>						
General Board Reserve	1,000,000	1,000,000	0		1,000,000	1,000,000
Opportunity Fund	57,595	57,370	225		27,267	612,510
<b>Total Board Designated Reserve</b>	<b>1,057,595</b>	<b>1,057,370</b>	225		<b>1,027,267</b>	<b>1,612,510</b>
<b>Restricted Cash</b>						
Portfolio Reserves	7,138,134	7,115,489	22,645		7,317,625	8,251,631
Development	835,293	835,437	(144)		1,595,365	2,509,106
Rental Assistance	136,041	136,041	0		155,269	44,143
Restricted Misc	2,081,739	640,892	1,440,847	<b>4</b>	585,661	575,195
<b>Total Restricted Cash</b>	<b>10,191,207</b>	<b>8,727,859</b>	1,463,348		<b>9,653,920</b>	<b>11,380,075</b>
<b>Fixed Assets</b>						
Land	25,763,390	27,998,681	(2,235,291)	<b>5</b>	24,383,681	24,834,923
Buildings, Improvements & Equipment	142,604,583	143,398,415	(793,832)	<b>6</b>	148,436,976	147,847,211
Accumulated Depreciation	(74,029,770)	(73,925,811)	(103,959)	<b>7</b>	(71,305,223)	(69,614,902)
Lease Receivable	504,685	504,685	0		529,685	567,455
<b>Total Fixed Assets</b>	<b>94,842,888</b>	<b>97,975,970</b>	(3,133,082)		<b>102,045,119</b>	<b>103,634,687</b>
<b>Other Assets</b>						
Intangible Assets	35,681	28,242	7,439		52,366	(73,393)
Investment in LPs/LLCs	1,399,993	1,399,993	0		1,399,993	1,588,534
Due from Affiliates	28,447,950	29,791,999	(1,344,049)	<b>8</b>	26,303,761	16,333,561
Notes Receivable from Affiliates	21,373,714	20,933,013	440,701	<b>9</b>	21,503,408	18,089,995
Prepays & Other Current Assets	459,145	572,595	(113,450)		213,349	191,822
<b>Total Other Assets</b>	<b>51,716,483</b>	<b>52,725,842</b>	(1,009,359)		<b>49,472,877</b>	<b>36,130,519</b>
<b>Total Assets</b>	<b>164,211,264</b>	<b>166,333,072</b>	(2,121,808)		<b>169,190,915</b>	<b>160,404,445</b>
<b>LIABILITIES</b>						
Notes Payable	97,246,435	101,788,818	(4,542,383)	<b>10</b>	98,889,271.00	100,583,693.00
Accrued Interest Payable	6,434,081	6,177,868	256,213		6,362,084.00	5,894,987.00
Accounts Payable & Accrued Liabilities	7,305,053	7,828,015	(522,962)	<b>11</b>	11,386,110.00	7,781,783.00
Tenant Security Deposit Liability	460,537	449,057	11,480		459,392	525,066
<b>Total Liabilities</b>	<b>111,446,106</b>	<b>116,243,758</b>	(4,797,652)		<b>117,096,857</b>	<b>114,785,529</b>
<b>Net Position</b>	52,765,158	50,089,314	2,675,844		52,094,058	45,618,916
<b>Total Liabilities and Net Assets</b>	<b>164,211,264</b>	<b>166,333,072</b>	(2,121,808)		<b>169,190,915</b>	<b>160,404,445</b>

## Community Roots Housing Blended Balance Sheet

### *Significant balance sheet changes from prior month*

**1) The following significant cash transactions increased cash during the period:**

- \$1.3m from Broadway sale net proceeds
- \$393k from YouthCare cash developer fee at closing
- \$250k from Station House deferred developer fee final equity disbursement
- \$110k CRH Foundation grant funds

**The following significant cash transactions decreased cash during the period:**

- \$794k paid for 2 payrolls
- \$33k towards Heartwood operations

**Construction & Lease-Up activity:**

- \$161k net inflow from development transactions, funding draws and reimbursements in excess of vendor payments
- \$15k net outflow towards lease-up costs, prior to reimbursement

Additional activity consists of inflows and outflows from regular operations, such as rent receipts, regular accounts payable disbursements, office rent,

- 2)** Tenant & Commercial AR: Decr \$211k - Commercial balances decreased \$402k from internal rent from CRH, and an additional \$19k from other commercial tenant activity; residential increased \$213k due to reclassifying credit balances to a prepaid rent liability for year-end, offset by a decrease of \$3k from residential tenants
- 3)** AR Allowance: Incr \$615k - Year-end adjustment to increase allowance after review of detailed AR aging reports
- 4)** Cash Restricted Misc: Incr \$1.4m - Deducted December interest payment from Heartwood interest reserve \$151k, and increase from \$1.7m of net funds for YouthCare closing prior to transfer and payoff of predevelopment financing sources; Decrease \$90k from YouthCare transfer out of blended consolidation at closing
- 5)** Land: Decr \$2.2m - Remove \$5.9k from YouthCare transfer out of blended consolidation at closing, deduct \$100k from disposition of Broadway Apartments, offset by acquisition of \$3.7m of land for Hill21 project (CRH-owned) from Imperial Jazz (discrete)
- 6)** Buildings, Improvements & Equipment: Decr \$794k - Small amounts spread among various projects, capitalizing small assets from 2024; remove \$2.7m from YouthCare transfer out of blended consolidation at closing, deduct \$386k from disposition of Broadway Apartments, offset by acquisition of \$2.1m of predevelopment costs for Hill21 project (CRH-owned) from Imperial Jazz (discrete)
- 7)** Accumulated Depreciation: Incr \$104k - Monthly depreciation expense, offset by \$263k disposition from Broadway Apartments
- 8)** Other Assets - Due from Affiliates: Decr \$1.3m - monthly activity due to an increase (decrease) of development project cost paid/accrued by CRH: minimal project activity, reduction of \$2.9m from Jazz House at transfer to CRH-owned Hill 21, reduction of \$2.6m from YouthCare closing; accumulation of regular property fees accrued, plus Heartwood interest carry of \$150k. Deferred developer fee balance increased from construction activity for year-end, including \$2.7m from Devonshire and \$227k from Africatown Plaza, offset by reduction of deferred developer fee for Station House payment of \$250k. \$1.3m reclass from accrued payables for year-end reporting of accrued internal payroll receivables.
- 9)** Notes Receivable from Affiliates: Incr \$441k - Increased from year-end accrual of interest for Bonanza and Devonshire notes receivable
- 10)** Notes Payable: Decr \$4.5m - Reductions from regular payments, payoff \$7.4m from YouthCare project closing, offset by \$3m Hill 21 acquisition note to transfer JazzHouse project back to CRH ownership
- 11)** Accounts Payable & Accrued Liabilities: Decr \$523k - Construction costs in accounts payable increased (decreased) for the following: YouthCare \$584k, Northgate Commercial \$37k, and lease-up activities for Africatown (\$17k). Also, routine fluctuation in accrued payable balances based on timing of payroll and accounts payable check run, and fluctuations in intercompany "Due to CRH" balances. Removed \$2.6m of AP for development from YouthCare project closing, and added \$1.2m for internal payroll receivables reclassified from liability grouping for year-end.

Community Roots Housing  
Statement of Revenues and Expenditures - Unaudited (Preliminary)  
From 1/1/2024 Through 12/31/2024

	Year to Date Actual	Year to Date Budget	Year to Date Budget Variance	Variance Pct	Total Budget	Budget Remaining
<b>Revenue</b>						
Residential Tenant Revenue						
Residential tenant revenue	12,402,948	12,177,775	225,173	1.85%	12,177,775	(225,173)
Parking, Laundry & Other	180,591	155,464	25,127	16.16%	155,464	(25,127)
Residential Vacancy & Concessions	(1,447,810)	(569,270)	(878,540) <b>1</b>	154.33%	(569,270)	878,540
<b>Total Residential Tenant Revenue</b>	<b>11,135,729</b>	<b>11,763,969</b>	<b>(628,240)</b>	<b>(5.34%)</b>	<b>11,763,969</b>	<b>628,240</b>
Commercial Tenant Revenue						
Commercial Rent Revenue	1,518,589	1,603,281	(84,692)	(5.28%)	1,603,281	84,692
Triple net revenue	355,281	464,069	(108,788) <b>2</b>	(23.44%)	464,069	108,788
Commercial vacancy & concessions	(925)	(46,944)	46,019	(98.03%)	(46,944)	(46,019)
<b>Total Commercial Tenant Revenue</b>	<b>1,872,945</b>	<b>2,020,406</b>	<b>(147,461)</b>	<b>-7.30%</b>	<b>2,020,406</b>	<b>147,461</b>
Bad Debt & Collection Loss						
Bad debt	(579,543)	(345,180)	(234,363) <b>3</b>	67.90%	(345,180)	234,363
<b>Total Bad Debt &amp; Collection Loss</b>	<b>(579,543)</b>	<b>(345,180)</b>	<b>(234,363)</b>	<b>67.90%</b>	<b>(345,180)</b>	<b>234,363</b>
Grants & Donations						
Grants & Donations	2,094,814	660,000	1,434,814 <b>4</b>	217.40%	660,000	(1,434,814)
Rental Assistance Awards	(32,079)	0	(32,079)		0	32,079
<b>Total Grants &amp; Donations</b>	<b>2,062,735</b>	<b>660,000</b>	<b>1,402,735</b>	<b>212.54%</b>	<b>660,000</b>	<b>(1,402,735)</b>
Other Operating Revenue						
Accounting & Compliance fees	1,218,809	1,352,740	(133,931)	(9.90%)	1,352,740	133,931
Developer Fees	2,484,683	2,563,000	(78,317) <b>5</b>	(3.06%)	2,563,000	78,317
Cash Distribution from Affiliate	1,233,849	390,000	843,849 <b>6</b>	216.37%	390,000	(843,849)
Partnership Management Fees	0	52,900	(52,900)	(100.00%)	52,900	52,900
Property Management Fees	1,536,009	1,723,178	(187,169)	(10.86%)	1,723,178	187,169
Interest Income	33,938	49,000	(15,062)	(30.74%)	49,000	15,062
Other Income	274,443	0	274,443 <b>7</b>		0	(274,443)
<b>Total Other Operating Revenue</b>	<b>6,781,731</b>	<b>6,130,818</b>	<b>650,913</b>	<b>10.62%</b>	<b>6,130,818</b>	<b>(650,913)</b>
<b>Total Revenue</b>	<b>21,273,597</b>	<b>20,230,013</b>	<b>1,043,584</b>	<b>5.16%</b>	<b>20,230,013</b>	<b>(1,043,584)</b>
<b>Expenses</b>						
Operating Expenses						
Accounting, Audit & Legal	1,005,530	853,011	(152,519)	(17.88%)	853,011	(152,519)
Administration	551,936	593,375	41,439	6.98%	593,375	41,439
Technology	381,099	535,771	154,672 <b>8</b>	28.87%	535,771	154,672
Board Expense	1,641	0	(1,641)		0	(1,641)
CRH Occupancy Expense	483,093	525,302	42,209	8.04%	525,302	42,209
Cash Distribution to CRH	497,438	173,000	(324,438) <b>9</b>	(187.54%)	173,000	(324,438)
Compliance, Taxes & License	359,523	366,297	6,774	1.85%	366,297	6,774
Consulting	115,456	327,035	211,579 <b>10</b>	64.70%	327,035	211,579
Debt Service	2,340,973	2,492,956	151,983	6.10%	2,492,956	151,983
Insurance	1,149,485	883,646	(265,839) <b>11</b>	(30.08%)	883,646	(265,839)
Leasing/Compliance Expense	412,113	410,934	(1,179)	(0.29%)	410,934	(1,179)
Miscellaneous Financial Expense	10,013	8,500	(1,513)	(17.80%)	8,500	(1,513)
Other Operating Expense	(2,514)	2,046	4,560	222.87%	2,046	4,560
Partnership Mgmt Fee Expense	0	48,000	48,000	100.00%	48,000	48,000
Payroll, Taxes and Benefits	8,599,770	9,886,873	1,287,103	13.02%	9,886,873	1,287,103
Property Mgmt Fee Expense	967,825	1,001,951	34,126	3.41%	1,001,951	34,126
Repair and Maintenance	3,510,501	2,209,522	(1,300,979) <b>12</b>	(58.88%)	2,209,522	(1,300,979)
Resident activities	19,787	27,570	7,783	28.23%	27,570	7,783
Utilities	1,657,639	1,795,404	137,765	7.67%	1,795,404	137,765
<b>Total Expenses</b>	<b>22,061,308</b>	<b>22,141,193</b>	<b>79,885</b>	<b>0.36%</b>	<b>22,141,193</b>	<b>79,885</b>
<b>Operating Surplus (Deficit) before Reserves</b>	<b>(787,711)</b>	<b>(1,911,180)</b>	<b>1,123,469</b>	<b>(58.78%)</b>	<b>(1,911,180)</b>	<b>(1,123,469)</b>

Reserve Contributions						
Replacement Reserve	(428,417)	(434,399)	5,982	(1.38%)	(434,399)	(5,982)
Operating Reserve	(30,497)	(33,347)	2,850	(8.55%)	(33,347)	(2,850)
Other Reserve	(36,168)	(149,768)	113,600	(75.85%)	(149,768)	(113,600)
Total Reserve Contributions	(495,082)	(617,514)	122,432	(19.83%)	(617,514)	(122,432)
Operating Surplus (Deficit)	(1,282,793)	(2,528,694)	1,245,901	(49.27%)	(2,528,694)	(1,245,901)
Additional Unrestricted Cash Flows						
Transactional Inflows	1,580,768	3,603,360	(2,022,592) 13	(56.13%)	3,603,360	2,022,592
Adjusted Operating Surplus (Deficit)	297,975	1,074,666	(776,691)	(72.27%)	1,074,666	776,691

**Variance Discussion (Greater than \$100K and 20%) all changes are reference to Budget**

- 1) Residential vacancy: \$879k higher - Park Hill vacancy recognized \$160k, which was not budgeted. The building was intentionally vacated for disposition, which occurred at the end of July, later than planned. Other vacancy spread across portfolio, with some notable larger vacancy at Bremer (\$65k variance), Mary Ruth Manor (\$67k variance) and Helen V (\$104k variance).
- 2) Commercial triple net revenue: \$109k lower - Broadway Crossing year-end true-up still in process, for current variance of \$44k; variance of \$51k from 12AA due to vacant unit
- 3) Bad Debt: \$234k higher - Primarily due to continued efforts to move out delinquent tenants with larger balances, with focused attention early in 2024. Some notable bad debt YTD from the following: Bremer \$60k, Four Twelve \$46k, Fleming \$32k, Centennial \$74k, Union James \$71k. Much of the larger tenant balances have already been recognized as accrued bad debt expense in the prior year. In addition, \$89k from Park Hill, as unpaid balances written off when tenants moved out or relocated in preparation for the building sale.
- 4) Grants & Donations: \$1.4m higher - \$222k of internal contributions for Pride Place commercial entity, and \$256k of resident services grants not budgeted. \$660k of OH Stabilization funds not budgeted. Foundation grants higher than budgeted by \$240k.
- 5) Developer Fees: \$78k lower - Timing differences in expected installments. Received \$151k for Pride Place in January which was expected in December. \$85k for Africatown expected in February was delayed. Expected \$475k from Devonshire in December but will be delayed to 2025. \$75k for YouthCare expected in March, received \$392k in December. \$90k for Station House cash flow distribution delayed until stabilization, received \$350k in November and \$250k in December. \$750k and \$300k installments for Pride Place delayed. Offset by \$54k deferred developer fee distribution from 12th Avenue Arts. Also larger than expected fees for White Center closings received in May: \$369k (vs \$200k) for residential project and \$450k (vs \$400) for community HUB project. Received \$780k for 13th & Fir which was not budgeted.
- 6) Cash Distribution from Affiliate: \$843k higher - \$570k received from Bonanza compared to \$217k budgeted; \$224k from Holden Vista not budgeted; \$166k from Haines not budgeted. (No changes in November.)
- 7) Other Income: \$274k Higher - \$178k of receipts of insurance proceeds not budgeted, helps cover unexpected repairs and maintenance expense.
- 8) Technology: \$154k lower - savings primarily under small hardware such as printers, servers, displays under \$1k each; intentional cost savings efforts
- 9) Cash Distribution to CRH - \$324k higher - See note 5, the actual distribution includes \$224k from Holden Vista and other smaller items (No changes in November)
- 10) Consulting: \$212k lower - Due to cost savings from departments, spending postponed or canceled: Admin \$40k, IT \$20k; also some costs able to be allocated directly to projects: Property Development \$168k. Offset by building consulting costs estimated at \$16k (savings).
- 11) Insurance: \$266k higher - New premiums higher than budgeted, premium year started May 2024
- 12) Repairs & Maintenance: \$1.3m higher - Timing of repair and maintenance costs can be difficult to predict, costs picked up in February due to some needed repairs related to frozen pipes. March and April costs included unit turns and inspection repairs. Multiple high unit turn costs and repairs were partially offset by insurance proceeds (see Note 6). Also incurred more security costs.
- 13) Transactional Inflows: \$2m lower - Park Hill proceeds allotted to current operations reduced, accounts for \$605k of the variance; Remaining variance due to delay in sale closing for Holden Vista, now expected in 2025.



**Community Roots Housing**  
**Asset Management Dashboard**  
**Year to date as of December 31, 2024**

Property	Physical Vacancy (at month end)				Op Rev Per Unit YTD		Op Exp Per Unit YTD		Cash Flow Per Unit <sup>1</sup> YTD			A/R Resident Portion	Monthly Change	Residential AR/(Billed Rent) <sup>3</sup>
	Occupied	Vacant Units	Vacancy %	Total Units	Actual	Budget Var %	Actual	Budget Var %	Actual	Variance	Budget Var %	December 2024		
Berneva	10	2	16.7%	12	\$9,981	-3%	\$11,462	-21%	(\$2,672)	(\$2,260)	-549%	\$3,500	+5%	2.9%
Burke Gilman Gardens	13	2	13.3%	15	\$13,829	-7%	\$14,379	-17%	(\$951)	(\$1,618)	-242%	\$38,726	-24%	18.2%
Boylston Howell	30	0	0.0%	30	\$11,560	-5%	\$12,251	-24%	(\$2,994)	(\$2,537)	-555%	\$45,891	+31%	12.8%
Bremer	42	7	14.3%	49	\$9,370	-18%	\$9,707	-32%	(\$2,849)	(\$3,119)	-1157%	\$62,483	-6%	11.9%
Brewster	33	2	5.7%	35	\$9,522	-5%	\$8,999	-2%	(\$62)	(\$234)	-136%	\$47,992	+120%	14.6%
Broadway Crossing	42	2	4.5%	44	\$8,706	-31%	\$12,680	-25%	(\$5,829)	(\$6,628)	-829%	\$41,152	+24%	10.5%
Byron Wetmore	11	1	8.3%	12	\$11,390	-8%	\$13,557	-2%	(\$2,750)	(\$870)	-46%	\$8,023	+742%	5.3%
Centennial	28	2	6.7%	30	\$10,098	-23%	\$13,092	-52%	(\$7,155)	(\$7,512)	-2106%	\$56,129	+19%	15.3%
Elizabeth James	53	7	11.7%	60	\$10,889	-7%	\$9,553	-23%	(\$1,433)	(\$2,626)	-220%	\$64,048	-14%	9.8%
Fleming	32	4	11.1%	36	\$9,020	-13%	\$11,788	-48%	(\$5,422)	(\$5,207)	-2423%	\$45,696	+24%	13.5%
Four Twelve Apartments	10	2	16.7%	12	\$20,890	-22%	\$18,926	-29%	(\$4,932)	(\$10,245)	-193%	\$9,221	+4420%	3.1%
Fremont Solstice	16	2	11.1%	18	\$10,447	-20%	\$11,824	-12%	(\$5,200)	(\$3,925)	-308%	\$3,593	-85%	1.8%
Gilman Court	25	0	0.0%	25	\$12,376	1%	\$14,461	-32%	(\$2,661)	(\$2,700)	-6999%	\$53,860	+5%	18.6%
Harrison at 15th	18	1	5.3%	19	\$21,310	-3%	\$16,917	-18%	(\$5,894)	(\$6,065)	-3550%	\$62,017	+13%	24.1%
Hazel Plaza	15	1	6.3%	16	\$29,943	3%	\$9,989	-19%	\$11,632	\$3,725	47%	\$66,273	+1%	13.8%
Helen V	31	7	18.4%	38	\$15,941	-9%	\$11,164	-45%	\$953	(\$3,459)	-78%	\$156,474	+6%	25.0%
Holden Vista	14	2	12.5%	16	\$21,070	-2%	\$18,969	-64%	\$1,265	(\$7,282)	-85%	\$8,237	-70%	2.5%
John Carney	27	0	0.0%	27	\$13,414	10%	\$8,011	3%	\$2,130	\$1,746	454%	\$38,206	+6%	11.4%
Joe Black Apartments	22	2	8.3%	24	\$13,748	-8%	\$14,011	-15%	(\$1,943)	(\$3,071)	-272%	\$44,836	-39%	12.9%
Larned	30	3	9.1%	33	\$12,053	0%	\$10,600	-8%	\$602	(\$963)	-62%	\$27,810	-2%	11.1%
Lincoln Court	23	6	20.7%	29	\$9,541	-9%	\$9,544	-31%	(\$3,498)	(\$2,834)	-426%	\$45,742	+15%	16.5%
Maxwell	4	0	0.0%	4	\$11,426	-6%	\$13,780	-35%	(\$3,875)	(\$4,271)	-1078%	\$0	+100%	0.0%
Melrose	24	6	20.0%	30	\$7,757	-10%	\$11,023	1%	(\$4,822)	(\$1,082)	-29%	\$77,866	+47%	33.4%
Miller Park	11	1	8.3%	12	\$14,588	1%	\$12,239	-14%	(\$347)	(\$1,303)	-136%	\$4,935	+87%	2.9%
Mary Ruth Manor	17	3	15.0%	20	\$26,780	-1%	\$11,961	-4%	\$4,621	(\$1,288)	-22%	\$155,270	-15%	29.1%
Oleta	30	4	11.8%	34	\$9,699	-7%	\$9,540	-22%	(\$2,911)	(\$2,316)	-390%	\$30,919	+173%	9.1%
Pantages	46	3	6.1%	49	\$9,488	-20%	\$10,733	-16%	(\$3,230)	(\$4,121)	-462%	\$21,209	-22%	4.9%
Seneca	30	2	6.3%	32	\$10,513	-9%	\$11,375	-26%	(\$2,945)	(\$3,245)	-1081%	\$31,074	+23%	8.9%
Silvian	28	4	12.5%	32	\$17,752	17%	\$9,215	-17%	\$5,151	\$985	24%	\$25,413	-2%	4.5%
Union James	21	3	12.5%	24	\$22,546	25%	\$21,220	-68%	(\$4,689)	(\$5,485)	-689%	\$171,518	-5%	35.3%
Villa	55	7	11.3%	62	\$12,456	-6%	\$12,928	-34%	(\$4,458)	(\$4,121)	-1225%	\$211,414	+13%	38.8%
<b>Blended Total</b>	<b>791</b>	<b>88</b>	<b>10.0%</b>	<b>879</b>	<b>\$12,754</b>	<b>-7%</b>	<b>\$11,836</b>	<b>-25%</b>	<b>(\$2,128)</b>	<b>(\$3,069)</b>	<b>-326%</b>	<b>\$1,659,526</b>	<b>+4%</b>	<b>15.5%</b>
Devonshire														
Twelfth Avenue Arts Housing	82	6	6.8%	88	\$13,318	-2%	\$6,750	4%	\$2,077	(\$15)	-1%	\$172,410	-3%	14.6%
Eighteenth Avenue	9	0	0.0%	9	\$19,356	-15%	\$14,690	-33%	(\$3,972)	(\$7,368)	-217%	\$69,534	+5%	40.1%
El Nor	50	5	9.1%	55	\$18,137	3%	\$9,473	-17%	\$762	(\$2,551)	-77%	\$157,996	-4%	15.6%
Haines	28	2	6.7%	30	\$16,779	-3%	\$10,819	-41%	(\$8,058)	(\$14,687)	-222%	\$8,891	+1%	1.8%
Holiday	28	2	6.7%	30	\$8,898	-28%	\$11,415	-42%	(\$7,528)	(\$7,350)	-4133%	\$49,660	-3%	17.4%
Jefferson Housing	39	1	2.5%	40	\$12,139	-19%	\$10,452	-15%	(\$4,564)	(\$4,878)	-1552%	\$41,749	-34%	7.7%
Liberty Bank Building	100	15	13.0%	115	\$10,271	-20%	\$8,849	-22%	(\$3,364)	(\$4,377)	-432%	\$287,449	+28%	21.6%
Ponderosa	22	1	4.3%	23	\$18,379	0%	\$13,814	-35%	(\$3,418)	(\$7,372)	-186%	\$46,319	+6%	10.6%
Station House	101	9	8.2%	110	\$13,587	-6%	\$7,940	-10%	(\$254)	(\$1,717)	-117%	\$246,173	+25%	15.7%
Unity Village	26	4	13.3%	30	\$7,825	-28%	\$15,270	-43%	(\$8,869)	(\$8,515)	-2411%	(\$5,221)	-45%	-1.7%
<b>Discrete Total</b>	<b>485</b>	<b>45</b>	<b>8.5%</b>	<b>530</b>	<b>\$13,081</b>	<b>-10%</b>	<b>\$9,432</b>	<b>-19%</b>	<b>(\$2,303)</b>	<b>(\$4,116)</b>	<b>-227%</b>	<b>\$1,074,960</b>	<b>+6%</b>	<b>14.3%</b>
Heartwood	106	20	15.9%	126	\$6,386		\$6,086		(\$12)	(\$12)		\$10,474	+144%	1.1%
Pride Place	89	29	24.6%	118	\$6,609	-49%	\$8,205	-24%	(\$2,053)	(\$8,350)	-133%	\$26,323	+202%	3.5%
<b>Portfolio Total</b>	<b>1276</b>	<b>133</b>	<b>9.4%</b>	<b>1409</b>	<b>\$12,877</b>	<b>-8%</b>	<b>\$10,932</b>	<b>-23%</b>	<b>(\$2,194)</b>	<b>(\$3,462)</b>	<b>-273%</b>	<b>\$2,734,486</b>	<b>+5%</b>	<b>15.0%</b>

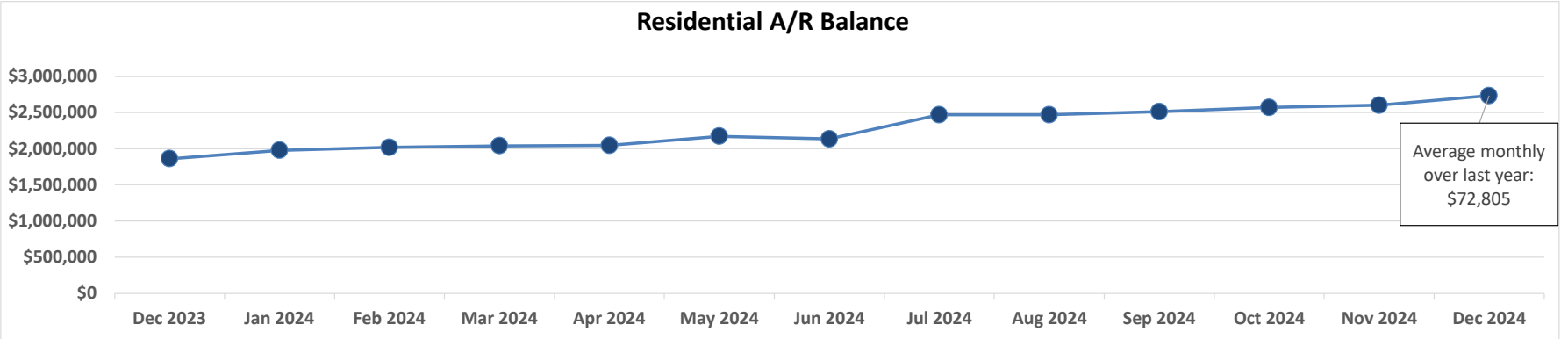
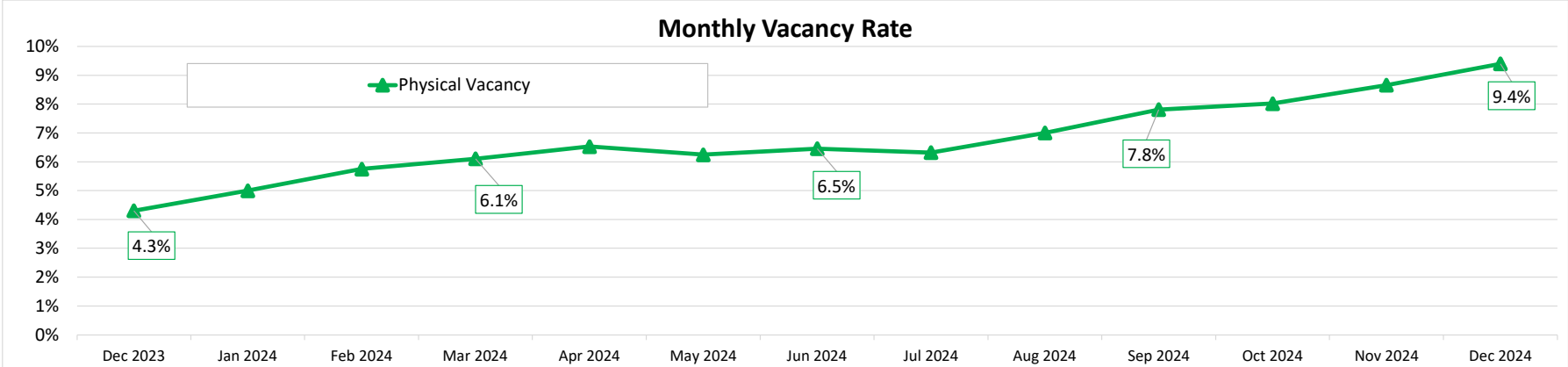
<sup>1</sup> After Debt, Reserve Deposits, and Cash Based Non-Operating Expenses (Deferred Developer Fees, Partnership Management Fees, etc.)

<sup>2</sup> Cumulative residential and subsidy accounts receivable balances divided by monthly gross potential rental revenue.

<sup>3</sup> Resident Portion Account Receivable % is calculated as resident A/R balance divided by billed rent, inclusive of subsidy income.

<sup>4</sup> Reporting on turntme suspended during RealPage transition due to inability to compile accurate data

COLOR CODING	Green	Yellow	Red
AR Monthly Change	<0%	0% - 9.9%	>10%
Residential AR/(Total GPR)	<2.0%	2.0% to 3.0%	>3.0%





**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

<b>Bank</b>	<b>CRH Blended Component Unit</b>	<b>Type</b>	<b>Balance</b>
KeyBank	CRH - Misc Restricted	Operating - Restricted	1,859,975
KeyBank	CRH - Rental Assistance	Restricted Grant	136,041
KeyBank	12th AAA - Restricted	Equipment Reserve	24,600
KeyBank	White Center Hub - Comm Constructio	Construction	239,134
KeyBank	Capitol Hill Housing - Sound Families	Restricted Savings	3,876
KeyBank	Capitol Hill Housing	Security Deposit	94,368
Key Bank	Bremer - Resynd	Security Deposit	17,545
KeyBank	Hazel Plaza	Security Deposit	4,545
KeyBank	Larned	Security Deposit	17,308
Key Bank	John Carney - R	Security Deposit	11,205
KeyBank	Byron Wetmore	Security Deposit	8,462
Key Bank	412	Security Deposit	2,422
KeyBank	Holden Vista	Security Deposit	3,859
KeyBank	Mary Ruth Manor	Security Deposit	5,637
KeyBank	EJSH	Security Deposit	12,463
Key Bank	Boylston Howell-R	Security Deposit	11,552
KeyBank	Gilman Court LP	Security Deposit	26,290
KeyBank	Fleming Apts LP	Security Deposit	15,524
KeyBank	Villa Apts LP	Security Deposit	37,512
KeyBank	Harrison	Security Deposit	14,597
KeyBank	Oleta	Security Deposit	14,797
KeyBank	Helen V Apts LLC	Security Deposit	6,528
KeyBank	Pantages Apts LLC	Security Deposit	24,090
KeyBank	Silvian	Security Deposit	4,940
KeyBank	Broadway & Pine	Security Deposit	18,147
KeyBank	Woodland Park Ave LLC	Security Deposit	8,255
KeyBank	12th Avenue Arts Associates LLC	Security Deposit	62,971
Key Bank	Union James	Security Deposit	7,211
KeyBank	Hazel Plaza	Reserves	387,553
KeyBank	Byron Wetmore	Reserves	87,607
KeyBank	Holden Vista	Reserves	36,972
KeyBank	Mary Ruth Manor	Reserves	334,410
KeyBank	Gilman Court LP	Reserves	167,836
KeyBank	Villa Apts LP	Reserves	261,076
KeyBank	Helen V Apts LLC	Reserves	818,533
KeyBank	Broadway & Pine	Reserves	381,708
KeyBank	12th Avenue Arts Associates LLC	Reserves	47,903
Key Bank	Union James	Reserves	87,927
		<b>Total KeyBank</b>	<b>5,305,378</b>

**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

Banner	Berneva	Reserves	26,553
Banner	Seneca	Reserves	274,233
Banner	Seneca	Security Deposit	12,324
		<b>Total Banner</b>	<b>313,111</b>
LGIP	Community Roots Housing	Reserves	1,106,491
		<b>Total LGIP</b>	<b>1,106,491</b>
Walker Dunlo	EJSH	Escrow	23,622
Walker Dunlo	EJSH	Reserves	320,026
		<b>Total Oppenheimer</b>	<b>343,648</b>
Chase	Larned	Reserves	258,242
Chase	412	Reserves	207,126
Chase	Harrison	Reserves	228,893
Chase	Oleta	Reserves	75,689
Chase	Woodland Park Ave LLC	Reserves	105,954
Chase	Maxwell	Escrow	-
		<b>Total Chase</b>	<b>875,904</b>
US Bank	Pantages Apts LLC	Reserves	571,128
US Bank	Silvian	Reserves	264,415
		<b>Total USBank</b>	<b>835,543</b>
KeyBank	Community Roots Housing	Lucky 7	184,136
		<b>Total Lucky 7</b>	<b>184,136</b>
KeyBank	Community Roots Housing	HPN	397,964
		<b>Total HPN</b>	<b>397,964</b>
BofA	Fleming Apts LP	Reserves	97,617
		<b>Total BofA</b>	<b>97,617</b>
Heritage	Bremer - Resyndication	Construction	611
Heritage	Bremer	Reserves	253,358
Heritage	John Carney	Construction	9,215
Heritage	John Carney	Reserves	142,403

**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

Heritage	Boylston Howell	Construction	4,232
Heritage	Boylston Howell	Reserves	120,342
Heritage	Union & 24th Commercial	Security Deposit	4,090
Heritage	Community Roots Housing	Interest Reserve	197,164
		<b>Total Heritage</b>	<b>731,415</b>
		<b>Total Restricted - CRH Blended Components</b>	<b>10,191,207</b>
LGIP	Community Roots Housing	Board Designated Res	57,595
		<b>Total LGIP</b>	<b>57,595</b>
Heritage	Community Roots Housing	Board Designated Res	1,000,000
		<b>Total Heritage</b>	<b>1,000,000</b>
		<b>Total Designated - CRH Blended Components</b>	<b>1,057,595</b>
Heritage	Union & 24th Commercial	Operating Checking	49,869
		<b>Total Heritage</b>	<b>49,869</b>
KeyBank	Community Roots Housing	Gen Building Reserve	216,598
		<b>Total Gen Building Reserve</b>	<b>216,598</b>
KeyBank	Community Roots Housing	Operating Checking	1,987,275
KeyBank	Capitol Hill Dev. Assoc	Operating Checking	2,720
KeyBank	Community Roots Housing	Operating Sweep	-
KeyBank	Capitol Hill Real Estate Mgmt Services	Operating Checking	-
KeyBank	Liberty Bank Commercial	Designated for TI	92,400
KeyBank	Bremer	Operating Checking	32,605
KeyBank	Hazel Plaza	Operating Checking	144,618
KeyBank	Larned	Operating Checking	108,373
KeyBank	John Carney	Operating Checking	59,687
KeyBank	Byron Wetmore	Operating Checking	25,103
KeyBank	412	Operating Checking	37,975
KeyBank	Holden Vista	Operating Checking	42,988
KeyBank	Mary Ruth Manor	Operating Checking	59,106
KeyBank	EJSH	Operating Checking	83,290
KeyBank	Boylston Howell	Operating Checking	49,252
KeyBank	Gilman Court LP	Operating Checking	34,411
KeyBank	Fleming Apts LP	Operating Checking	28,824

**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

KeyBank	Villa Apts LP	Operating Checking	51,746
KeyBank	Harrison	Operating Checking	51,775
KeyBank	Oleta	Operating Checking	36,653
KeyBank	Helen V Apts LLC	Operating Checking	35,764
KeyBank	Pantages Apts LLC	Operating Checking	61,680
KeyBank	Silvian	Operating Checking	155,855
KeyBank	Broadway & Pine	Operating Checking	37,130
KeyBank	Woodland Park Ave LLC	Operating Checking	23,973
KeyBank	12th Avenue Arts Associates LLC	Commercial Operating	190,486
KeyBank	Union James	Operating Checking	125,181
		<b>Total KeyBank</b>	<b>3,558,868</b>
Cash	Various	Petty Cash - CHHIP	100
		<b>Total Petty Cash</b>	<b>100</b>
Banner	Berneva	Operating Checking	7,952
Banner	Seneca	Operating Checking	72,332
		<b>Total Banner</b>	<b>80,284</b>
		<b>Total Unrestricted - CHH Blended Components</b>	<b>3,905,719</b>
		<b>Total All Cash - CHH Blended Components</b>	<b>15,154,521</b>

<b>Bank</b>	<b>Discrete Component Unit</b>	<b>Type</b>	<b>Balance</b>
Chase	Pride Place	Construction	79,180
Chase	AAA	Escrow	(389)
Chase	AAA	Security Deposit	6,133
Chase	AAA	Reserves	318,763
		<b>Total Chase</b>	<b>403,688</b>
KeyBank	Africatown	Project Funds	144,223
KeyBank	Africatown	Construction-Res	5,059
KeyBank	Africatown	Construction	1,049,607
KeyBank	Africatown Commercial	Construction	112
KeyBank	Jazz House	Construction	9,771
KeyBank	Devonshire (rehab)	Security Deposit	20,753
KeyBank	El Nor LP	Security Deposit	12,775
KeyBank	18th Ave Apartments	Security Deposit	1,453
KeyBank	Ponderosa	Security Deposit	4,705
KeyBank	Holiday Apts	Security Deposit	15,093

**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

KeyBank	SOPI / Unity Village	Security Deposit	10,326
KeyBank	Jefferson & 12th	Security Deposit	25,810
KeyBank	12th Avenue Arts Housing	Security Deposit	54,248
KeyBank	CH TOD Station House	Security Deposit	36,124
KeyBank	Africatown	Security Deposit	19,978
KeyBank	Pride Place	Security Deposit	23,584
KeyBank	SOPI / Unity Village	Reserves	177,070
KeyBank	Jefferson & 12th	Reserves	425,382
KeyBank	12th Avenue Arts Housing	Reserves	962,752
KeyBank	CH TOD Station House	Reserves	895,050
KeyBank	CH TOD Station House	Escrow	109,670
		<b>Total KeyBank</b>	<b>4,003,544</b>
UnionBank	Holiday	Reserves	217,996
		<b>Total UnionBank</b>	<b>217,996</b>
Heritage	Union & 24th Residential	Reserves	885,454
Heritage	Devonshire Construction	Construction	1,152,360
Heritage	Heartwood SPE	Security Deposit	39,676
Heritage	Heartwood SPE	Construction	1,333
		<b>Total Heritage</b>	<b>2,078,824</b>
Wells Fargo	El Nor	Reserves	701,143
Wells Fargo	18th Ave	Reserves	149,886
Wells Fargo	Ponderosa	Reserves	275,710
Wells Fargo	El Nor	Escrow	49,497
Wells Fargo	18th Ave	Escrow	4,464
Wells Fargo	Ponderosa	Escrow	8,585
		<b>Total Wells Fargo</b>	<b>1,189,285</b>
Bellwether	Union & 24th	Escrow	132,978
		<b>Total Bellwether</b>	<b>132,978</b>
Capital One	White Center Residential	Construction	2,875,779
		<b>Total Capital One</b>	<b>2,875,779</b>
		<b>Total Restricted - Discrete Components</b>	<b>10,902,094</b>
Chase	AAA	Operating Checking	137,042

**CRH  
CASH IN BANK  
FOR THE MONTH ENDING: Dec 2024**

Chase	Pride Place Commercial	Construction	67,006
Chase	Pride Place	Construction	45
		<b>Total Chase</b>	<b>204,093</b>
KeyBank	El Nor LP	Operating Checking	32,026
KeyBank	18th Ave Apartments	Operating Checking	27,026
KeyBank	Ponderosa	Operating Checking	86,294
KeyBank	Holiday Apts	Operating Checking	41,887
KeyBank	SOPI / Unity Village	Operating Checking	23,158
KeyBank	Jefferson & 12th	Operating Checking	74,518
KeyBank	Twelfth Avenue Arts Res	Operating Checking	316,758
KeyBank	CH TOD Station House	Operating Checking	250,437
KeyBank	Pride Place	Operating Checking	225,487
KeyBank	Devonshire	Operating Checking	-
		<b>Total KeyBank</b>	<b>1,077,591</b>
Heritage	Union & 24th Residential	Operating Checking	167,601
Heritage	Heartwood	Operating Checking	343,676
		<b>Total Heritage</b>	<b>511,277</b>
<b>Total Unrestricted - Discrete Components</b>			<b>1,792,960</b>
<b>Total All Cash - Discrete Components</b>			<b>12,695,054</b>
<b>Total All Cash - CHH Blended Components</b>			<b>15,154,521</b>
<b>Total All Cash</b>			<b>27,849,575</b>

**TOTALS BY BANK**

Key Bank	\$ 14,161,979
Chase	\$ 1,483,684
Banner	\$ 393,395
US Bank	\$ 835,543
Union Bank	\$ 217,996
Bank of America	\$ 97,617
Heritage	\$ 4,371,385
Bellwether	\$ 132,978
Wells Fargo	\$ 1,189,285
Capital One	\$ 2,875,779
LGIP	\$ 1,164,085
Other and Petty	\$ 925,849
<b>TOTAL CASH</b>	<b>\$ 27,849,575</b>



**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 4:**  
Resolution  
2025-01 -  
Holiday Year  
15 Exit

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**Community Roots Housing PDA Board Resolution 2025-01**

**Overview: Holiday Year 15 Exit**

**Purpose:** Holiday Apartments LP (Holiday Apartments) has reached the end of its 15 Year Tax Credit Compliance Period and U.S. Bank National Association, as successor to Union Bank, N.A., the tax credit investor in Holiday Apartments LP, has agreed to transfer its partnership interest to CH Development Association for one dollar in consideration.

**Type of Resolution/Motion:**

- **Is this a formal resolution?**  Yes  No
- **Are we requesting a motion from the floor?**  Yes  No
- **Has this topic been presented to a Board Committee?:**  Yes  No  
*If so, which committee or committees?:* Finance and Asset Management Committee
- **Has this resolution been presented to a Board Committee?**  Yes  No  
*If so, which committee or committees?:*

**Charter or Rules and Regulations Modification:**

- **Does this Resolution change the Charter or Rules and Regulations?**  Yes  No  
*If yes, you need to give notice to the Board 15 days prior to the proposed change. Changes to the Charter or Rules and Regulations must use the strike out and underline format so change is clear to reader.*

**General description and purpose:** At the end of the 15 Year Tax Credit Compliance Period the Tax Credit Investor requires an exit pursuant to the limited partnership agreement.

**Organizational requirements of resolution:** No requirements

**Financial cost of the resolution:** The cost of this resolution includes legal fees and asset management fees to the investor for 2024 and 2025 (pro-rated) which will be funded out of operations.

**Pros:** Exit of partner will simplify operations and reduce operating expenses due to reduced annual audit cost and elimination of external asset management oversight fees.

**Cons:** None

**Further Board Action or Reporting:**

- **Is further action required from the Board or a Board Committee?**  Yes  No  
*If yes, please describe:* Please include here whether full Board or Committee needs to take action, and anticipated dates for action.
- **Is further reporting required to the Board or a Board Committee?**  Yes  No  
*If yes, please describe:* Please include here whether full Board or Committee requires reporting, and anticipated dates for reporting.

## **RESOLUTION 2025-01**

### **ADOPTED AT A MEETING OF THE BOARD OF DIRECTORS OF COMMUNITY ROOTS HOUSING**

#### **Holiday Year 15 Exit**

#### **BACKGROUND**

Community Roots Housing, a Washington public corporation (“CRH”), was organized for the purpose, among others, of developing and operating low income housing.

CRH is the sole member and manager of Holiday Affordable LLC, a Washington limited liability company, which is the general partner (the “General Partner”) of Holiday Apartments LP, a Washington limited partnership (the “Partnership”). The Partnership is the owner of a residential apartment project known as Holiday Apartments located at 1001 East John Street, Seattle, Washington (the “Property”).

U.S. Bank National Association, a national banking association, as successor to Union Bank, N.A., is the special limited partner of the Partnership (“Special Limited Partner”) and U.S. Bank National Association, a national banking association, as successor to Union Bank, N.A., is the investor limited partner of the Partnership (the “Investor Limited Partner” together with Special Limited Partner, are the “Limited Partners”). The Limited Partners of the Partnership hold a 99.99% interest in the Partnership (the “Limited Partner Interest”).

CRH has assigned certain rights to purchase the Limited Partner Interest to CH Development Association, a Washington nonprofit corporation (“CHDA”), an affiliate of CRH. CHDA, whose sole corporate member is CRH, desires to acquire the Limited Partner Interest. Limited Partners have agreed or will agree to transfer its Limited Partner Interest to CHDA for no consideration.

CRH, in both its individual capacity, as the sole member and manager of the General Partner of the Partnership and as the sole corporate member of CHDA, desires to execute such documents and to take such actions as may be required to facilitate the transfer of the Limited Partner Interest to CHDA.

#### **RESOLUTIONS**

In furtherance of the foregoing, the Board of Directors of CRH, in its individual capacity, as the sole member and manager of the General Partner of the Partnership, and as the sole corporate member of CHDA, hereby resolves as follows:

CRH is hereby authorized, directed and empowered to execute and deliver such documents and to take such actions as may be necessary to facilitate the transfer of the Limited Partner Interest to CHDA.

CRH is hereby authorized, directed and empowered to execute and deliver such documents and to take such actions as may be necessary to facilitate the review and approval of such transfer by the project’s lenders and the Washington State Housing Finance Commission, if required.

CRH hereby approves and authorizes the acquisition by CHDA, of the Limited Partner Interest.

CRH is authorized and directed to take such steps as may be necessary to pay out of the operating reserves of the Partnership, the costs incurred by CRH and CHDA in connection with the transactions contemplated herein, including but not limited to legal fees, excise taxes due on the transactions, and other transaction costs.

Any and all documents hereby authorized to be executed on behalf of CRH are authorized to be executed or taken by any one of the following individuals or their duly appointed successors (the "Authorized Representative"):

<u>Name:</u>	<u>Title:</u>
Christopher Persons	Chief Executive Officer
Frank F. Alvarado III	Chair
Derrick Belgarde	Vice Chair
Chasten Fulbright	Treasurer
Michelle Morlan	Secretary

Any Authorized Representative is authorized, empowered and directed to take such further action on behalf of CRH in its individual capacity, as General Partner of the Partnership or as the corporate member of CHDA, as such Authorized Representative may deem necessary to effectuate the foregoing.

All acts taken by CRH prior to the date hereof and in furtherance of the foregoing are hereby ratified and affirmed.

**[CERTIFICATE APPEARS ON THE FOLLOWING PAGE]**

**CERTIFICATE**

I, Michelle Morlan, certify that I am the Secretary of Community Roots Housing (the “Corporation”), and that the foregoing Resolutions were duly adopted at a meeting of the Board of Directors of the Corporation held on February 10, 2025, in accordance with the Charter and Rules and Regulations of the Corporation upon proper notice and at which time a quorum was present.

Dated February 10, 2025

By: \_\_\_\_\_

Its Secretary



**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 5:**  
Resolution  
2025-02 -  
Board  
Appointment

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**Community Roots Housing PDA Board Resolution 2025-02**

**Overview: Board Appointments**

**Purpose** Authorizing the membership and appointments on the PDA Board and Executive Committee.

**Type of Resolution/Motion:**

- **Is this a formal resolution?**  Yes  No
- **Are we requesting a motion from the floor?**  Yes  No
- **Has this resolution been presented to a Board Committee?:**  Yes  No  
*If so, which committee or committees?:* Executive Committee
- **Has this resolution been presented to a Board Committee?**  Yes  No  
*If so, which committee or committees?:*

**Charter or Rules and Regulations Modification:**

- **Does this Resolution change the Charter or Rules and Regulations?**  Yes  No  
*If yes, you need to give notice to the Board 15 days prior to the proposed change. Changes to the Charter or Rules and Regulations must use the strike out and underline format so change is clear to reader.*

**General description and purpose:** This resolution serves to formalize the appointment of the Second Emerging Leader Fellow, Robert Colton, to the PDA board.

**Organizational requirements of resolution:** Confirm Board approval of new appointment.

**Financial cost of the resolution:** None.

**Pros:** Formalize the PDA board changes accordingly to our Charter and the PDA regulations.

**Cons:** none

**Further Board Action or Reporting:**

- **Is further action required from the Board or a Board Committee?**  Yes  No  
*If yes, please describe:* Please include here whether full Board or Committee needs to take action, and anticipated dates for action.
- **Is further reporting required to the Board or a Board Committee?**  Yes  No  
*If yes, please describe:*

**Author of Resolution Overview:** Sondra Cardin



**ADOPTED AT A MEETING OF  
THE BOARD OF DIRECTORS OF  
COMMUNITY ROOTS HOUSING,  
A WASHINGTON PUBLIC CORPORATION**

**February 10, 2025**

**Resolution 2025-02**

**BOARD AND EXECUTIVE COMMITTEE APPOINTMENTS**

**A RESOLUTION of the Board of Directors of Community Roots Housing electing and appointing new Robert Colton the Board as a nonvoting, emerging leader member.**

Community Roots Housing (CRH) is a public corporation organized pursuant to RCW 35.21.660, 35.21.670, and 35.21.730-755, and Seattle Municipal Code Ch. 3.110. As such, it is a political subdivision of the State with an area of operation focused on the City of Seattle.

The purpose of the Program shall be to preserve, develop, own, and operate affordable multifamily housing, as well as cultural, social, and economic facilities and to provide programs and services to promote equity and resilience in communities and to perform other functions as the Board shall determine.

RCW 35.21.730 authorizes the creation of public development authorities (“PDAs”) to meet specified purposes, including (among other things) to “improve the general living conditions in the urban areas” of the state or any city, town, or county. PDAs may “perform any lawful public purpose or public function” to achieve these purposes. PDAs are specifically empowered to own and sell property, to contract with individuals and public entities, to loan and borrow funds and issue bonds, and to perform all manner and type of community services, among other things.

Article VII of the CRH Charter and Section 3 of the CRH Rules and Regulations establish the qualifications, composition, and procedures for Board member nomination.

Article XIII, Section 6.2 of the CRH Charter states: “Community Roots Housing stands committed to equity and diversity in our Board, staff and work and will take what action necessary, within the parameters of [Article XIII, Section 6.1], to ensure that the governing body that oversees its work will be representative of the communities and residents we serve.”

On April 14, 2014 the Board established a policy creating the non-voting Emerging Leader Fellow position which, among other things, will:

*...help(s) CHH cultivate the next generation of leaders who will advocate for the goals of affordable housing and vibrant communities.*



Per CRH Policy the Emerging Leader Fellow will serve a two-year term starting in April. The Emerging Leader Fellow will act in an advisory capacity and have no voting rights, nor will their attendance count toward quorum. They will have access to all conversations and information the board considers and will be encouraged and expected to engage in those conversations. The Emerging Leader Fellow has no rights of board membership.

Robert Colton was recommended to CRH as an emerging leader, meets all qualifications of that roll, has met with the Program CEO, Board Chair and others, and has attended one Board meeting as a guest.

The Emerging Leader Follow does not require approval by City Council.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Community Roots Housing as follows:

1. The Board hereby finds that Robert Colton, the candidate, has been presented to the Board in accordance with CRH Policy, all pertinent laws, the Charter and Rules and Regulations.
2. The Board finds and determines that the candidate fulfills the qualifications of Emerging Leader Fellow board membership.
3. The Board approves the nomination and appointment.
4. CRH's Chief Executive Office, or delegate, is authorized and directed to:
  - a. Update any and all documentation recognizing Board membership.
  - b. Take all other actions as necessary to effectuate the foregoing.

**CERTIFICATION**

I, Michelle Morlan, certify that I am the Secretary of Community Roots Housing and that the foregoing Resolutions were duly adopted at an open public meeting of the Board of Directors of Community Roots Housing held on the 10th day of February 2025, in accordance with the law and with the Charter and Rules and Regulations of Community Roots Housing upon proper public notice and to which options for remote participation were readily available and at which time a quorum was present.

DATED the 10th day of February 2025.

By \_\_\_\_\_

Its Secretary

**Resolution prepared by:** Chris Persons



**Robert Colton**  
**Gates Public Service Law Scholar, 2025 JD Candidate**



Robert is a third year J.D. candidate at the University of Washington School of Law and a Gates Public Service Law scholar with passion for public service and expanding equitable access to housing in ways that redress historic and systemic barriers. A significant element in expanding access is the provision of direct representation in the form of effective advocacy in ways that empower historically disadvantaged communities to exercise their legal protections. This is why he is pursuing his J.D. and it is what has drawn him to the Gates Public Service Law program at the University of Washington.

Prior to law school, he worked on the Public Policy & Government Relations team for then-Washington State Attorney General Bob Ferguson and subsequently led the legislative policy function as part of Zillow's Government Relations team. As the primary lead for legislative and policy analysis at Zillow, he was responsible for identifying, tracking, and analyzing legislation, regulations, and public policy in all 50 states, DC, and at the federal level with the purpose of strategizing and forming Zillow's public policy positions to guide external engagement and advocacy. During law school, Robert worked on developing national housing policy and supporting federal civil rights litigation with the National Housing Law Project and subsequently, as a Legal Fellow in Senator Elizabeth Warren's office. He remains actively involved in housing policy development at the state and federal levels.

After he graduates law school in June 2025, Robert will be clerking for Chief Justice Debra Stephens on the Washington State Supreme Court.

**Education**

- University of Washington School of Law, Doctor of Law - J.D., Grade 3L, June 2025
- Whitman College, B.A., Cum Laude, Economics and Politics with Honors, May 2020

**Experience**

- Fall Law Clerk, National Housing Law Project, Sep 2024-present
- Legal Fellow, Office of Senator Elizabeth Warren, May 2023-Sep 2024
- Associate Editor in Chief, Washington Law Review, July 2023-present
- Member Board of Directors, Fair Housing Center of Washington, Jan 2024-present
- Hazelton Fellow, University of Washington School of Law, Jan 2024-present
- Academic Success Fellow; University of Washington School of Law, Sep 2023-May 2024
- Fellow, European Law Institute, Oct 2023-present
- Law Clerk, National Housing Law Project, Jun 2023-Jan 2024
- Legislative Policy Manager, Zillow, Aug 2021-Sep 2022
- Legislative Analyst, Washington State Office of the Attorney General, Jul 2020-Mar 2021

**Practice Areas**

- Legislative Advocacy and Policy Development
- Appellate Litigation

**Industries**

- Real Estate, Technology, Landlord-Tenant.



**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 6:**  
Resolution  
2025-03 -  
Authorization of  
Board Designated  
Funds

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**CRH Board Resolution 2025-03**

**Overview: Authorization of Board Designated Operating Fund use for working capital**

**Purpose:** To approve use of Board Designated Operating Fund for working capital from February 2025 through July 2025.

**Type of Resolution/Motion:**

- **Is this a formal resolution?**  Yes  No
- **Are we requesting a motion from the floor?**  Yes  No
- **Has this resolution been presented to a Board Committee?**  Yes  No
- **If so, which committee or committees?:** Financial and Asset Management

**Charter or Rules and Regulations Modification:**

- **Does this Resolution change the Charter or Rules and Regulations?**  Yes  No
- *If yes, you need to give notice to the Board 15 days prior to the proposed change.*
- *Changes to the Charter or Rules and Regulations must use the strike out format so change is clear to reader.*

**General Description and Purpose:** CRH relies on property fees, property cash flow, contributions, and cash developer fees to cover operating expenses. In 2024 and 2025 cash developer fees have been delayed or at risk due construction delays and to needing longer to achieve leasing targets. Additionally, there have continued to be more demands on CRH operating cash that have tied up funds available. For example, some operating costs for new construction interest carry or insurance premiums have been paid by CRH, and these costs won't be reimbursed until the property has enough surplus rental income to begin repaying the obligations. The continued uncertainty of timing and amounts of cash developer fee makes weekly cash planning more difficult, and having access to board designated funds would provide useful working capital to cover timing differences and allow for uncertainty.

We propose using up to \$500,000 of the operating fund, as needed, to assist with short-term cash needs. Our intent is to minimize the use of this fund in order to preserve liquidity, and to replenish funds on a revolving basis.

Management intends to fully reimburse and add to the operating fund with future property dispositions, currently expected between June 2025 and September 2025.

**Organizational requirements of resolution:** Formal resolution

**Financial cost of the resolution:** \$500,000

**Pros:** This assists our finance team with weekly cash planning and covering variability and timing differences that are expected in the coming weeks and months.

**Cons:** Use of this fund reduces our organization's liquid cash balance, which could dip down below the required \$2m minimum for several months in the first half of 2025.

**Further Board Action or Reporting:**

- **Is further action required from the Board or a Board Committee?**  Yes  No
- **Is further reporting required to the Board or a Board Committee?**  Yes  No

*If yes, please describe:*



**ADOPTED AT A MEETING OF  
THE BOARD OF DIRECTORS OF  
COMMUNITY ROOTS HOUSING,  
A WASHINGTON PUBLIC CORPORATION**

**February 10, 2025**

**Resolution 2025-03**

**Use of Board Designated Operating Fund**

**A RESOLUTION of the Board of Directors of Community Roots Housing authorizing the use of up to \$500,000 from Board Designated Operating Reserves for temporary working capital.**

Community Roots Housing (CRH) is a public corporation organized pursuant to RCW 35.21.660, 35.21.670, and 35.21.730-755, and Seattle Municipal Code Ch. 3.110. As such, it is a political subdivision of the State with an area of operation focused on the City of Seattle.

The purpose of the Program shall be to preserve, develop, own, and operate affordable multifamily housing, as well as cultural, social, and economic facilities and to provide programs and services to promote equity and resilience in communities and to perform other functions as the Board shall determine.

RCW 35.21.730 authorizes the creation of public development authorities (“PDAs”) to meet specified purposes, including (among other things) to “improve the general living conditions in the urban areas” of the state or any city, town, or county. PDAs may “perform any lawful public purpose or public function” to achieve these purposes. PDAs are specifically empowered to own and sell property, to contract with individuals and public entities, to loan and borrow funds and issue bonds, and to perform all manner and type of community services, among other things.

CRH’s charter grants CRH numerous powers, including the power to purchase, lease, exchange, or otherwise manage property; to issue bonds as necessary or appropriate to achieve its purposes; and to “[p]reserve, develop, sponsor, lease, manage, construct, own or otherwise participate in housing projects, and cultural, social, and economic facilities where such activity furthers the public purpose for which the Program is chartered.”

CRH maintains two separate board designated reserve accounts: a general operating reserve (balance currently maintained at \$1 million) and a Board Designated Opportunity Fund (current balance of approximately \$50 thousand).

The Board Designated Operating fund balance is intended to support operations, and to help cover liquid cash requirements for debt covenants.

CRH construction projects have been adversely impacted by the concrete strike that stalled completion for multiple buildings. The delays have added costs that were not planned, and therefore project sources have not been sufficient to cover all costs. CRH has had to subsidize operations, tying up operating cash until the properties can repay from closing. In addition to delayed completion costs, insurance premiums for new construction have been much higher than quoted previously.

CRH projects in predevelopment have been impacted by rising interest rates, rising construction costs, and new barriers introduced by co-general partners. These areas have contributed to funding gaps or other variables that have delayed projected closing dates and the estimated cash fees expected at closing. These fees are meant to bolster CRH operating cash, and their uncertainty makes weekly and monthly cash planning more difficult.

These issues have been reported in detail to the Board over the course of 2024 and early 2025.

CRH operating cash does not have capacity to cover all operating expenses through 2025, if expected developer fees or other operating cash inflows are not received timely.

Further cash constraints are expected in 2025 until funding from property dispositions becomes available to replenish operating cash and to build up various reserve funds.

CRH expects to repay the board designated operating fund no later than September 2025, up to a target amount of \$2 million.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of the Community Roots Housing as follows:

1. The Board authorizes and directs the CEO or his designated authorized representative to draw up to \$500,000 from the Board Designated Operating Fund to provide working capital as needed, until property disposition proceeds are received
2. The Board requires at least monthly updates on the use of funds, to be provided by the CFO with monthly financial reports.
3. Further Resolved that any and all documents hereby authorized to be executed on behalf of Community Roots in furtherance of the foregoing are authorized to be executed or taken by the CEO or his designated authorized representative.
4. Further Resolved that that the CEO or his authorized representative are empowered and directed to take such further action on behalf of CRH, as the CEO or Authorized Representative may deem necessary to effectuate the foregoing.
5. Further Resolved that that the CEO is authorized and directed to invest these funds long term and replenish the Board Operating Fund up to \$2 million through future property dispositions and other sources as quickly as is practical.

#### **CERTIFICATION**

I, Michelle Morlan, certify that I am the Secretary of Community Roots Housing and that the foregoing Resolutions were duly adopted at an open public meeting of the Board of Directors of Community Roots Housing held on the 10th day of February 2025, in accordance with the law and with the Charter and Rules and Regulations of Community Roots Housing upon proper public notice and to which options for remote participation were readily available and at which time a quorum was present.



DATED the 10th day of February 2025.

By \_\_\_\_\_

Its Secretary

**Resolution prepared by:** Leslie Woodworth

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**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 7:**

Resolution 2025-04 -  
Authorizing the Presentation  
of Information in Connection  
with Public Policy Matters  
Currently Affecting the  
Program's Ability to Carry Out  
its Purpose

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**ADOPTED AT A MEETING OF  
THE BOARD OF DIRECTORS OF  
COMMUNITY ROOTS HOUSING,  
A WASHINGTON PUBLIC CORPORATION**

**February 10, 2025**

**Resolution 2025-04**

**Authorizing the Presentation of Information in Connection with Public Policy Matters Currently  
Affecting the Program's Ability to Carry Out its Purpose**

**A RESOLUTION of the Board of Directors of Community Roots Housing authorizing staff to provide direct information to elected officials policies which have gravely impacted our ability to provide safe housing for our residents and to operate our basic rental business.**

**Recitals:**

Community Roots Housing (**CRH**) is a public corporation organized pursuant to RCW 35.21.660, 35.21.670, and 35.21.730-755, and Seattle Municipal Code Ch. 3.110. As such, it is a political subdivision of the State with an area of operation focused on the City of Seattle.

The purpose of the Program shall be to preserve, develop, own, and operate affordable multifamily housing, as well as cultural, social, and economic facilities and to provide programs and services to promote equity and resilience in communities and to perform other functions as the Board shall determine.

RCW 35.21.730 authorizes the creation of public development authorities ("PDAs") to meet specified purposes, including (among other things) to "improve the general living conditions in the urban areas" of the state or any city, town, or county. PDAs may "perform any lawful public purpose or public function" to achieve these purposes. PDAs are specifically empowered to own and sell property, to contract with individuals and public entities, to loan and borrow funds and issue bonds, and to perform all manner and type of community services, among other things.

Public policy measures enacted before and during the pandemic have significantly restrained landlords' ability to manage the safety and security of their properties, and have diminished their ability to enforce leases, program compliance, and collect rents.

These public policies have led to a loss of over \$1.2 million dollars per year for CRH and have accumulated to over \$3.0 million dollars in total, diminishing our ability to provide resident services, invest in the care of properties, and maintain full staffing levels.

These policies have led to unsafe conditions within the properties due to unlawful, threatening, harassing, and dangerous behavior of some residents, creating very challenging living conditions for other residents.

Residents have repeatedly reported concerns about such unlawful, threatening, harassing, and dangerous behavior to staff members and to the Board of Directors. However, public policies constrain our ability to adequately and timely address such behavior.

These public policies have created similar hardships for all operators of multifamily housing in Seattle but particularly so for operators of multifamily affordable housing. Similar policies have created similar problems for multifamily affordable housing operators and their residents across the country.

Staff have conferred with multifamily affordable housing operators in Seattle and across the country regarding these challenges and confirmed that nearly all point to public policies as the primary cause.

CRH is a founding member of the Housing Development Consortium of Seattle and King County (**HDC**) and have participated in a task force to research and evaluate these challenges, and to reach a consensus on modest policy change recommendations (**the Consensus Package**). HDC's Board of Directors formally adopted the Consensus Package at their regular meeting on January 8, 2025. HDC leadership has been closely working with Seattle City Council members and City policy makers (**the City**) to finalize and present the Consensus Package to City Council for adoption.

CRH staff presented the Consensus Package of policy changes to the CRH Board of Directors at their regular meeting on January 13, 2025.

CRH staff also presented the Consensus Package to the Resident Advisory Council at their regular meeting on January 21, 2025, and the Resident Advisory Council expressed support of the proposals with two specific recommendations for changes regarding timing of rent increase notices and late fee cap removals.

Seattle Municipal Code 3.110.070 (C) states...*members and officials of a public corporation may respond to requests by contacting members of Congress, state legislators or City Council members for information and appear before such legislative body in connection with funding and other matters directly affecting the public corporation or its ability to carry out the purposes for which it is chartered.*

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Community Roots Housing as follows:

1. The Board hereby finds and determines that moderate revisions to public policy impacting CRH's ability to maintain safe living conditions in its properties and fully collect rents will improve its ability to achieve its mission; and,
2. The Board further finds and determines that it is within its power to inform policy makers and elected officials of the challenges that these public policies have created and also inform them of how changes will improve conditions; and,
3. The Board finds and determines that the Consensus Package of proposed policy modifications developed by HDC with the City provides a reasonable framework solution to these public policies, with the exception of policy recommendations regarding timing of rent increase notices and late fee cap removals; and,
4. The Board finds and determines that staff performed full due diligence in exploring changes to policy that balances the needs of all residents including receiving input from the CRH Resident Advisory Council; and,
5. The Board acknowledges that details of the Consensus Package could be modified as negotiations between HDC and the City continue; and,,

6. The Board hereby authorizes and directs the Program CEO or his delegates to provide input through communication, individual meetings, and attendance at public hearings with policy makers and elected officials about the challenges that these public policies have created and also inform them of how changes will improve conditions; and
7. Further, the Board authorizes and directs the Program CEO or his delegates to assist residents who have expressed interest in providing information to policy makers and elected officials; and,
8. Further, the Board authorizes and directs the Program CEO or his delegates to draft internal policies addressing resident concerns regarding timing of rent increase notices and late fee cap removals; and,
9. Further, the Board directs the Program CEO or his delegates to report their progress furthering these resolutions monthly to the Board.

**CERTIFICATION**

I, Michele Morlan, certify that I am the Secretary of Community Roots Housing and that the foregoing Resolutions were duly adopted at an open public meeting of the Board of Directors of Community Roots Housing held on the 10th day of February 2025, in accordance with the law and with the Charter and Rules and Regulations of Community Roots Housing upon proper public notice and to which options for remote participation were readily available and at which time a quorum was present.

DATED the 10th day of February 2025.

By \_\_\_\_\_

Its Secretary

**Resolutions prepared by:** Chris Persons

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**COMMUNITY ROOTS**  
— HOUSING —

**SECTION 8:**  
Consent Agenda  
and Attachments

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**COMMUNITY ROOTS**  
HOUSING

**COMMUNITY ROOTS HOUSING PDA BOARD**

Regular Meeting  
February 10, 2025  
5:30-7:30 PM  
Pike Pine or RingCentral

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**CONSENT ITEMS**

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**MINUTES AND REPORTS**

1. January Board Meeting Minutes
2. Fundraising & Communications Memo
3. Resident & Property Success Committee Reports and Minutes
4. Resident Services Report
5. Property Development Committee Report & Minutes
6. Executive Committee Report and Minutes

**DONATIONS, TRANSACTIONS OVER \$10,000 OR 1-YEAR, AGREEMENTS WITH PUBLIC ENTITIES**

*none*



**COMMUNITY ROOTS HOUSING BOARD  
REGULAR MEETING  
& JOINT CONVENING WITH COMMUNITY ROOTS HOUSING FOUNDATION BOARD MINUTES**  
Pike-Pine Conference Room/ RingCentral  
**January 13, 2025**

**PDA Board Members present in person:** Frank F. Alvarado III, Jill Cronauer, Chasten Fulbright, Michelle Purnell-Hepburn, Saunatina Sanchez, Kristin Winkel

**PDA Members present virtually:** Shaun Frazier, Ann Melone, Michelle Morlan, Drew Weber

**PDA Board Members absent:** Derrick Belgarde, Bob Fikso, Shalimar Gonzales, Drew Porter

**Foundation Board Members present in person:** Sara Bago, Erin Blakney, Rennie Elliot, Cassandra Mitchell, Kelly Price, Jeff Reibman, Jon Weil

**Foundation Board Members present virtually:** James Hunter, Caleb Stephens

**Foundation Board Members absent:** Robin Devlin Lien, Wesley Fruge, Andy Post, Josephine Wong

**Staff members and board guests present:** Erin Arnold, Sondra Cardin (taking minutes), Valencia Chambers Manora, Robert Colton, Rachel D'Alio, Kiley Dhatt, Morgan Ford, Amy Forsaith, Lisa Hagen, Michelle House, Scott McEachran, Thea Munchel, Andrew Oommen, Laura Orella, Chris Persons, Carolina Rocha, Jessica Sherwin, Leslie Woodworth, Matteo Zanatta-Kline

**Public:** Fourteen residents and two members of the public.

**The meeting was called to order by** Frank Alvarado at 5:36 p.m.

**Disclosure & recusals:** Jeff Reibman disclosed he is the architect working on the Othello project.

**A motion** to approve the **Consent Agenda** was made by Michelle Purnell-Hepburn, seconded by Jill Cronauer, and passed unanimously.

Frank introduced Robert Colton who is considering the PDA's second emerging leader seat and has joined today's meeting to observe.

Frank announced Derrick Belgarde, PDA's Vice Chair, is taking a three-month sabbatical and will step away from the Vice President board seat during this time.

**Check Presentation:** Kiley Dhatt announced the Foundation's annual check to the PDA and shared 2024 Foundation highlights, including a successful second Top of the Town at Edgewater Hotel which sold out and featured a new MC and first-ever raised paddle. She reported that Omnivorous returned indoors post-pandemic with positive feedback and growth potential. Kiley noted achievements including the White

Center Community HUB groundbreaking, Africatown Plaza opening, securing \$850,000 in federal funds for rehabilitating three older buildings, and exceeding the PDA grant-making goal by 6%. She concluded by announcing \$1.8 million raised in public grants through direct and an additional \$1 million raised with partner organizations in the Rise Together campaign, inviting attendees to toast these accomplishments.

**Peer to Peer Giving & CEO Fundraising:** Amy Forsaith presented the End of Year Campaign results, reporting \$19,300 raised (40% of goal) compared to 2023's 94% achievement of a \$40,000 goal. She explained the shortfall was due to 2023 donors not repeating gifts, giving earlier in 2024, or no longer being affiliated with the organization. Amy announced the campaign's extension to January 17th, noting 58% of the \$10,000 board goal had been reached. Next steps include board members sharing social media posts, forwarding emails and contacting lapsed donors from 2023.

In the feedback discussion, Kristin Winkel praised the clear peer-to-peer fundraising instructions, while Cassandra Mitchell agreed but noted timing issues. Jeff Reibman suggested a harder launch with pre-setup for board members, and Frank shared positive experiences with the platform from another organization. Michelle Purnell-Hepburn recommended starting earlier, prompting Jon Weil to discuss scheduling challenges with Omnivorous in October. In response to Rennie Elliot's inquiry about board participation, Kiley asked how staff could better support board members and suggested setting up accounts in late October or early November for next year. The discussion concluded with plans to leverage Chris' retirement for a new fundraising initiative supporting Community Roots during the leadership transition.

**Public Comment:** Several Pride Place residents raised serious safety concerns. The first resident described a fire alarm incident involving unhoused people in the alley behind the building, highlighting evacuation challenges for residents with mobility and hearing impairments, and reported issues with drug activity and a December 31st shooting outside the building. They suggested fencing solutions similar to those used at 3rd and Pine Street and coordinating a fire drill with the Fire Department. A second resident echoed these concerns and shared images of the alley. They described incidents of falls, concerns of building security breaches, and attacks, highlighting general safety concerns for the 55+ community which houses many in the LGBTQ+ community. They also raised concerns about resident eligibility and rent incentives for new move-ins.

A third Pride Place resident shared images of the package area, noting accessibility issues due to age demographic and accessibility. They suggested using a long table designated for deliveries and noted repeated questioning about the building's queer identity. The last Pride Place resident detailed problems with the front entrance, emergency exits blocked by encampments, and concerns about protecting the LGBTQ+ community, while also noting management absence and incomplete recertification paperwork.

The discussion concluded after Frank had extended public comment to 15 minutes. Board Member Saunatina Sanchez made a motion for further extension. Frank asked for a second for the motion which was not received. Chris directed those unable to comment to email [board@communityrootshousing.org](mailto:board@communityrootshousing.org) and shared written comment of one member of the public with the Board in writing, also inviting them to the February Board meeting to comment live.

## Presentation and Discussion

**Board Development Update:** Chris reported we are in the process of filling three PDA board seats, reviewing capacity, skill sets, and qualifications outlined in the Charter and Rules and Regulations. He pointed out that the Rules and Regulations detail the qualifications of board membership which reflect diversity of the community, areas of expertise, and credibility with the professional community, as well as willingness to commit time and personal resources to the organization. He shared his goal to fill all board seats before the new CEO starts and presented analyses of board diversity, officer history, and expertise based drawn from LinkedIn profiles, resumes, and his personal knowledge of each board member. Chris requested board members to notify him and Sondra of updates to member information.

Discussion of expertise followed, for example in environmental sustainability background as Chris pointed out, with Saunatina noting she was the sole representative with disabilities experience. Michelle Morlan emphasized the Executive Committee's interest in strengthening property management expertise, currently represented by Chasten. Jeff Reibman suggested considering foundation board members alongside PDA members, while Chasten raised questions about the required number of members for each expertise area. The discussion concluded with Frank requesting recommendations for candidates to fill skill gaps, and Chris mentioning Robert Colton as a potential candidate for the second emerging leader seat to potentially vote in next month.

**Housing Development Consortium Legislative Agenda:** Chris presented HDC's proposed consensus package of policy revision recommendations for City Council. These are aimed toward ensuring we are able to foster safe communities by responding to the increased high-acuity behavioral issues and toward improving the economic health of residents and housers through normal payment and increased subsidy. Chris outlined the timeline: gather RAC input on January 21<sup>st</sup>, seek Board approval of a resolution on February 10<sup>th</sup>, followed by City Council hearings in February and a full Council meeting in March. He noted that CRH has participated in creating these sector-wide recommendations as an HDC member and anticipates ongoing negotiations and revisions throughout the process.

Chris detailed the key recommendations, presenting on current policy problems, HDC's position, the CRH staff view for each, as well as other solutions CRH works on to help resolve underlying problems. The first proposal is to create and establish a funded rental assistance program allocating \$30 million across the OH portfolio over seven years with \$20 million toward rental assistance and \$10 million to Resident Services, less than \$3 million per year. Additional solutions to loss of rental income and harmful economic impacts of residents unable to pay rent include working with tenants to set up payment plans or connecting to other rent support. Next, he discussed HDC's recommended modifications to rent increase notice periods from the current six-month policy, with HDC proposing four months for increases above eight percent and two months for any other increases. Chris stated negotiations are already occurring and CRH's staff view is neutral noting longer-term notices makes business planning difficult and incentivizes more aggressive rent setting by housers, although staff do not feel this is the most important issue to pursue.

Chris informed the group of the exclusion of the late fee cap modification from the consensus package. Similarly, the short-term voucher holder policy, currently under legal review, will not be included. He explained this policy interpretation creates an unfunded mandate for housers, and residents face a harmful economic cliff due to no path for future housing and funds after moving in with one-month subsidy. Additional solutions include alternative funding for voucher holders, subsidized housing for those with expired vouchers, and connecting tenants to CRH rental assistance. Ideally, there would be bridge from vouchers to permanent supportive housing or another type, which has been under debate for a

while. Kristin Winkel requested clarity around the state law change, which Chris mentioned there are differences in opinion between council and mayoral offices. Andrew added the intent of this policy is to protect source of income from discrimination and the challenge is the specific interpretation of the city law by the Office of Civil Rights.

Chris then reviewed the proposed modest reforms to the Winter and School Year Moratoria, emphasizing the need to exempt dangerous behavior and individuals able to pay rent while protecting families with children in school and people without the ability to pay rent. He highlighted costs are still attributed to building operations, which are above one million dollars per year. If the City implements these mandates, they must provide funding, relating back to establishing a rental assistance program. Regarding the roommate ordinance, HDC is requesting full repeal and CRH strongly agrees. Chris explained the difficulty maintaining safety and security for our residents in our building due to this ordinance by allowing anyone not on the lease nor prequalified for income or other qualifications are taking up residency and establishing all housing rights once in the building. This can lead to dangerous behavior and vulnerable adults are often taken advantage of. Lastly, he addressed the need to restore the three-day notice to quit policy, noting concerns. There is confusion on what can trigger this, which is typically a police report, or an eyewitness account is needed which sometimes we don't have resulting in heinous behavior and destroying property which does not elevate to the three-day notice to quit, and we are seeking clarity of when this can be invoked. He noted no changes were recommended for First in Time, Fair Chance, EDRA, and RRIO policies.

Saunatina Sanchez expressed concerns about resident exclusion from negotiations and maintenance issues at the Centennial, particularly regarding safety. She also worried about the potential impact of rolling back eviction defenses and impacts on resident protections. Kristin Winkel inquired about permanency of the rental assistance program and strategies to become a component of the Housing Levy. Chris spoke to CRH's advocacy efforts with the Office of Housing, noting the funds come from the homeless prevention program of the levy and hopes for its inclusion in future housing levies as affordable housing providers are facing significant deficits due to arrears in rent collections. Saunatina Sanchez inquired about the impacts of the rental increase notice modification to economic displacement relocation assistance for residents, which Lisa and Andrew confirmed this resource would still apply regardless of notice timeline.

Andrew is on HDC's Board of Directors and provided additional context to these policies, noting finalized recommendations are a moving target as more input is gathered and by engaging broader audiences. The main challenge with the winter and school year moratoria is court case bottlenecks during spring and end of school year periods due to an influx of eviction case. He explained challenges with executing writs of restitution and the current 90-day timeline for evictions. For example, if restitution is received at the end of the school year, a new school year will begin within those 90 days causing cases to cycle through the court process and further delays a resolution. Andrew confirmed this reform would allow the ability to execute the writ to Jon Weil's inquiry. He added a broad group supports these reforms including for-profit housers and PSH providers.

Andrew reiterated CRH's strong belief in repealing the roommate ordinance at a staff level and as a housing industry. The main challenge is this ordinance prevents us from knowing who lives in our buildings, which is problematic in situations where the primary lease holder moves then someone who is not on a lease has set of keys, and we are unable to contact or qualify them requiring us to pursue a lengthy eviction process. This ultimately creates an unsafe environment when we are unable to control who has building accessibility which is especially concerning for PSH units known to historically operate as a safe living

space. Other situations include an adult being taken advantage of by a roommate, and the only way to help the household is to evict the roommate. There is some language extending eligibility to immediate family members and intimate partners, which can be challenging to determine. Next, Andrew explained under the current SDCI interpretation, a police report and actual “bodily harm” are required to issue three-day notice to quit; threats of violence and property damage do not count; therefore, we cannot control behaviors of potential threats and nuisance. Lastly, he reported the main challenge of the timely invocation of right to counsel is tenant engagement in the supportive processes. We try our best to connect people to prevention resources and engage in early interventions before we get to court steps as opposed to 30-day delays we experience every time the hearing comes up to give the tenant enough time to respond.

The discussion concluded with next steps, including Chris agreeing to circulate his presentation and Shalimar Gonzalez's concerns to both boards, then hold a deeper discussion at next month's Board meeting after RAC input is gathered and a resolution is prepared. Frank requested updated information be sent before the board packet is distributed.

**Critical Path Updates:** Chris shared an update on critical path issues. At Station House, issues are resolved, and Youth Care is under construction, but will monitor closely. Hill 21, formerly Jazz House, has resolved on immediate issues, with Chris reporting a productive meeting with Two School about funding and development strategies, noting acquisition moved from an interest only Enterprise loan to a non-amortizing WSHFC loan. The Othello project is moving through Ecology, with plans to either bring in a development partner or sell the property.

Regarding Heartwood, Chris reported that we signed Kidder Mathews, with listing expected by month's end. He noted ongoing discussions with Pinnacle Partners about alternative financing structures to maintain affordability, even if their investment isn't fully recovered. Lastly, he reported the mini portfolio is under contract, with productive meetings with HUD and buyers who have the necessary expertise. A meeting with the City is planned to finalize shared appreciation issues.

**Lease up & Stabilization:** Thea presented updates on lease-up at Africatown Plaza, Pride Place and Devonshire, highlighting equity delivery risks based off investor and LPA agreements. She first reviewed Construction at Africatown was completed later than expected in August 2024 due to the concrete strike and additional construction delays. Lease-up has moved due to offering concessions, hiring a third-party leasing consultant, ACLT focusing on marketing and outreach, and increasing online advertising. We are also working with our lender and investor to minimize exposure and fill any gaps.

Pride Place also experienced construction delays due to the construction strike and was completed August 2023 with an anticipated six-month leasing schedule. Additional challenges related to lease up include competing priorities, being a senior 55+ demographic combined with the location make leasing challenging. In response, we have reduced rents, offered concessions, increased advertisements online and expanded to commercial and transit ads. We are working with our lenders and investors to minimize exposure and fill any gaps related to tax credit equity, lower perm loan size, and impacts on developer fees. Lastly, Devonshire confronted challenges to the building being an occupied rehab, construction delays, changes to site staffing, and late start on recertifying existing residents. Our goal is to have construction completed by January 31<sup>st</sup>, staff to follow up on lease violations, resolve site staffing, offering concession, and reach 100% occupied by end of February to mitigate tax credit equity risks.



Thea shared organizational risks including that CRH relies on developer fees to supplement the operating budget and the need to prioritize gaps on existing projects which impacts our chances to be successful in competitive funding round with Seattle Office of Housing. She reviewed the historic lease up actual over the past ten years across various projects, giving an average eight-month lease up rate and shared that the City has implemented MHA policies since 2019, meaning our units are competing with market rate and there has been large growth in delivery of studios in Seattle. Lessons learned include hiring a construction manager, being mindful of volume of projects in our pipelines to ensure staff are adequately allocating their time to projects that need it, designing our projects and financing to be competitive, and improve internal processes and structure.

Jill Cronauer inquired about Africatown's delay timeline which Thea confirm it was approximately one year. Andrew explained the initial completion was planned for October 2023, and we began marketing strategies in July 2023 leading to a loss in leasing velocity due to uncertainty of when the building would open. She asked other factors that impacted this besides the strike, Thea stated this is lesson learned is leveraging our relationship to our partners. Michelle Morlan noted it was helpful to summarize the historical lease up pace and inquire about other efforts CRH can put forward to examine how those trends can be turned around in an organized way as our pipeline expands. Thea noted that vulnerabilities to the system that existing were masked previously by the scale and frequency of lease up. Jon Weil highlighted importance to leverage partnership expertise given staffing volume. Saunatina raised concerns of glut of single units, eligibility requirements and education, and need for tenant advocates.

### **Finance and Asset Management**

**November Financials:** Chasten presented the finances from August, which are included in the board packet. Chris reported that the Holden Vista sale fell through because the buyer was unable to secure funding from King County for the purchase.

**A motion** to approve the **November Finance and Asset Management Report** was made by Saunatina Sanchez, second by Jill Cronauer, and passed unanimously.

**CEO Search Update:** Cassandra provided an update on the CEO Search Committee's progress which has met twice in November and December, initially identifying six firms and narrowing them down to three. They plan to conduct interviews to select a final firm by the end of the month. Questions should be directed to Cassandra or Frank, and any recommendations should be sent to Saunatina, who is taking the lead in the interview process.

**The meeting was adjourned by** Frank F. Alvarado III at **7:40 p.m.**

Attested,

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Michelle Morlan, Secretary  
February 10, 2025

## February 2025 Fundraising and Communications Memorandum

To: Community Roots Housing Board of Directors

CC: Christopher Persons

From: Kiley Dhatt

### Events:

The groundbreaking for The Broadway Center for Youth will be hosted on **Tuesday, March 25<sup>th</sup> at 3:00** and we would love to see you all there! The program will be hosted at Century Ballroom, as the existing structure is already in demolition, but we will pop over to the site for a viewing and photo op.

This is our project with YouthCare, creating affordable housing on the corner of Broadway and Pine as well as a new location for YouthCare to expand their employment and education programs, with units set aside for homeless or at-risk young adults. More information on the [project lives here](#).

### Individual Giving

Thank you to everyone who supported our 2024 end of year campaign, Thriving Neighbors. With your help, we brought in **66 gifts totaling \$22,515** to support Community Roots Housing's Resident Services program. This is 45% towards our goal of \$50,000.

### **CAMPAIGN METRICS**

#### *Donor history*

New donors: 26 gifts, \$9,576 (\$318 avg.)

Existing donors: 39 gifts, \$12,440 (\$368 avg.)

Anonymous donors: 1 gift, \$500

#### *Outreach strategies*

New donors:

- \$7,351 from "unknown" activities
- \$2,092 from board peer-to-peer solicitations

Existing donors:

- \$4,447 directly from board members
- \$2,800 from annual donors
- \$2,573 from staff peer-to-peer solicitations
- \$1,242 from postcard mailout

### **KEY TAKEAWAYS**

1. Stewardship of existing donors is just as important as the cultivation of new donors.
2. The motivation to give is unclear for a large portion of new donors. Amy will send around another "Do You Know Me?" email to the boards to try and capture any missed relationships.

3. Postcards appeared to be more effective in prompting a gift from lapsed donors than emails directly from board members.

### **Grants & Awards**

In the last month:

Submitted grant proposals and LOIs include:

- Hill Family Foundation – Annual Fund and Resident Advisory Council, \$200,000/year for 3 years
- Wells Fargo—Special Project (DESIRED energy retrofit project), \$50,000
- Kettering Family Foundation—General Operating, \$10,000
- Best Start for Kids—Rise Together, \$1,000,000

Pending grant proposals include:

- Enterprise Section 4—Annual Fund, \$50,000
- Digital Equity Grant—Resident Services, \$30,000
- Muckleshoot Charity Fund—Annual Fund, \$5,000
- Lockwood Foundation—Housing Stabilization Fund, \$30,000
- Washington Federal Foundation—Annual Fund, \$5,000
- Office of Congressman Adam Smith – After reconciliation with the House Appropriations Committee, our request to support the rehab of the Byron Wetmore and Joe Black apartments has been included in the draft budget at \$850,000 (from an original \$1.4MM request). This funding will not be fully committed until it is passed along with the FY2025 omnibus congressional budget, which may not happen until Q1-2 2025.

Upcoming grant proposals & LOIs include:

- Thriving Communities—Special Projects, \$350,000
- Hearst Foundation – Annual Fund, \$100,000
- Norcliffe Foundation—Annual Fund, \$50,000
- Murdock Family Trust – Special Projects—Capacity-Building, \$100,000

### **Rise Together Capital Campaign**

To date, the Rise Together partners have raised \$40,032,143 toward a goal of \$45,000,000 (89%). No major grant activity in the last month.

### **Communications**

In January, communications work included the following highlights:

- Publication of the 2024 Community Roots Housing annual report
- Drafting, finalizing, and pitching a press release announcing the YouthCare project ground breaking
- Pride Place, Africatown Plaza, Heartwood, and Devonshire leasing marketing

- o Strategies include email campaigns, Google AdWords campaigns, Meta ads, King5 commercial, Sound Transit and King County Metro print ads, on-site signage.
  - o Drip campaigns to interest lists
- Management of marketing work with external vendor Conversion Logix for Pride Place and Heartwood lease ups
- Preliminary planning for White Center HUB leasing marketing
- Work across departments to develop and operationalize talking points regarding the potential sale of the Heartwood, prep for resident meeting
- Monthly Building Beyond Buildings and resident newsletters

January media mentions of Community Roots Housing and related projects:

- [Opening in 2027, work begins on eight stories of affordable housing and homeless youth Constellation Center 'education and employment academy' at Broadway and Pine](#)
- [Sunrigh Tea Studio next in line to join Capitol Hill's burgeoning boba community | CHS Capitol Hill Seattle News](#)
- [Pedestrian corridors, public restrooms, and a neighborhood name change highlight Capitol Hill Community Council's Great Ideas Festival | CHS Capitol Hill Seattle News](#)
- [KUOW - Why someone earning over \\$100,000 could qualify for Seattle's affordable housing](#)
- [Seattle outlines \\$22M in Equitable Development Initiative funding including boost for Central District's Africatown Plaza | CHS Capitol Hill Seattle News](#)
- [Seattle DJC.com - Private Building \\$20 million to \\$50 million](#)
- [Why the Broadway Center for Youth is coming to the center of Capitol Hill | CHS Capitol Hill Seattle News](#)
- [Seattleites will vote on competing measures to fund social housing | Cascade PBS](#)
- [Still not much preserved when Pike/Pine preservation projects dig in — but the Booth Building will rise again | CHS Capitol Hill Seattle News](#)
- [Community Roots Housing's 126-Unit Heartwood Apartments in Seattle's Capitol Hill Neighborhood Listed for Sale - The Registry](#)

## 2025 Community Roots Housing Foundation Budget and Actuals - AS OF 1.31.2024

### Income:

		Actuals	Goals	% to Goal
Unrestricted	Corporate	\$ 174	\$ 46,700	0%
	Sponsorship & Tickets	\$ 37,000	\$ 280,500	13%
	Foundation	\$ 62,331	\$ 174,480	36%
	DAF	\$ 12,584	\$ 320,175	N/A
	Individual	\$ 5,092		
	<b>Individual Giving Total</b>	<b>\$ 17,676</b>	<b>\$ 320,175</b>	<b>6%</b>
<b>Subtotal</b>		<b>\$ 117,181</b>	<b>\$ 821,855</b>	<b>14%</b>

		Actuals	Goals	% to Goal
Restricted	Corporate	\$ -	\$ 82,000	0%
	Sponsorship	\$ -	\$ 15,000	0%
	Foundation	\$ -	\$ 90,500	0%
	DAF	\$ -	\$ 25,000	N/A
	Individual	\$ 1,522		
	<b>Individual Giving Total</b>	<b>\$ 1,522</b>	<b>\$ 25,000</b>	<b>6%</b>
<b>Subtotal</b>		<b>\$ 1,522</b>	<b>\$ 212,500</b>	<b>1%</b>
<b>Total</b>		<b>\$ 118,703</b>	<b>\$ 1,034,355</b>	<b>11%</b>

### Expenses:

2025 Budget to Actuals January 2025			
	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
↳ Expenditures			
↳ 10000 Operating Expenses			
↳ 4900 Salaries/Benefits	4,000.00		
↳ 5000 Contract Services	2,300.00	31,300.00	7.35 %
↳ 6000 Office Expenses	944.60	29,830.00	3.17 %
↳ 7000 Administrative Expenses	230.67	30,250.00	0.76 %
7240 Sponsorships		12,500.00	
↳ 7500 Event Expense			
↳ 7540 Event Expense			
7542 Top of the Town		62,450.00	
7544 Omnivorous	-460.00	60,085.00	-0.77 %
7570 Groundbreakings & Grandopenings		10,000.00	
<b>Total 7540 Event Expense</b>	<b>-460.00</b>	<b>132,535.00</b>	<b>-0.35 %</b>
<b>Total 7500 Event Expense</b>	<b>-460.00</b>	<b>132,535.00</b>	<b>-0.35 %</b>
7700 Other Types of Expenses		1,500.00	
<b>Total 10000 Operating Expenses</b>	<b>7,015.27</b>	<b>237,915.00</b>	<b>2.95 %</b>
↳ 9000 Granting			
9050 Grants to CRH - Unrestricted	64,934.96	560,000.00	11.60 %
9055 Grants to CRH - Restricted		177,000.00	
<b>Total 9000 Granting</b>	<b>64,934.96</b>	<b>737,000.00</b>	<b>8.81 %</b>
<b>Total Expenditures</b>	<b>\$71,950.23</b>	<b>\$974,915.00</b>	<b>7.38 %</b>



## FEBRUARY 2025 RESIDENT AND PROPERTY SUCCESS COMMITTEE BOARD REPORT AND MINUTES

**Property Management Committee Members:** Jill Cronauer, Shaun Frazier, Shalimar Gonzales, **Saunatina Sanchez**

**Staff Liaisons to the Board:** Sarah Bramson, **Lisa Hagen, Michelle House, Valencia Chambers Manora, Andrew Oommen,** Chris Persons, **Carolina Rocha,** Lariah Thompson, Ron Trescone, **Max Wilson** (taking notes).

(**BOLD** indicates those members in attendance)

**Date, time, and location of meeting:** February 4, 2024 – 3:00-4:00 PM – RingCentral

**Date, time, and location of next meeting:** March 4, 2024 – 3:00-4:00 PM – RingCentral

The meeting began at 3:06PM

- 1. Admin Items:** Andrew announced that CRH is making the transition from RingCentral to Zoom. In the next few months, Committee members will receive new meeting invitations for all committee meetings. Meetings will continue to be held from 3-4 p.m. every first Tuesday of the month, excluding the months of January, July, and September due to conflicts with holidays.
- 2. Big Projects Updates:** Andrew said that the team continues to focus on real estate activities, including ongoing and upcoming lease ups. We are on track to meet conversion milestones at several buildings, with 102 move-ins having been completed in the last two months. Heartwood has met its conversion milestone, with 87% occupancy. Pride Place is making progress and has benefited from implementing marketing strategies such as reduced rents and additional paid marketing. Reducing rents from 50% to 30% AMI has also enabled us to re-engage with previous applicants who met the senior requirement but were under income. The Devonshire has been difficult to staff and to lease due to construction activities, which should wrap up soon and will help with leasing. Africatown Plaza had 70 move-ins occurred in just the last two months. Jill asked what has changed and Andrew noted the help from Allied to fill capacity and assist the team with lease ups. Africatown Plaza also doesn't face the same neighborhood challenges that Pride Place does. Michelle House added that many of the move-ins for Africatown Plaza were applications CRH took in before we knew when the building would open. Allied assisted in moving these previously collected applications through the lease-up process.

Andrew shared some lessons learned the team has collected over the last two years. Reducing rents at Pride Place, paid marketing, and third-party help at Africatown Plaza worked well. Andrew shared several items that didn't work well and contributed to the delayed leasing timeline. Construction delays and confusion, and lack of timely decision making contributed to the delay of lease ups. Andrew stated it took three months to decide on whether CRH would move forward with leasing support at Africatown Plaza, and many more months to decide to reduce rents at

Pride Place. He also shared that there are many paid marketing options, some with helpful technological integrations, and some without the right tech to make it work. Lease-up reserves and budgeting for lease-ups are also important areas of improvement, to avoid property feed during stabilization. He also mentioned the need to find and implement better project management tools to improve coordination and project delivery in the future.

Andrew said that the lessons learned will be incorporated into the next set of buildings to lease up, all now in construction. Staff are interviewing several management firms for the Northgate project, to take on the full scope of management responsibilities. Construction completion for White Center is expected in September 2025. CRH will manage the building with additional leasing support from a third party. Construction completion for the YouthCare project is set for 2027, which will likely include third party help, with the scope to be determined.

Jill reflected on the overall goals of CRH, mentioning that margins are slim, we're working with a difficult population, and there are so many variables to measure on the management side. She said CRH does a good job at measuring property management metrics for a portfolio of our size, however she would like to see the metrics and how CRH measures success on the development side of the organization. Andrew responded that he recently met with Michelle Morlan, Chasten, Chris, and Thea on the topic. Andrew noted that the issue of sharing info between committees also came up during the meeting, and it was a good question for the team to consider, so that Board members feel well informed about cross-department projects or issues we're working on. Andrew shared a book related to this, on creating an overall program management framework for successfully managing projects consistently and over the long run. Andrew also shared that Thea is working on updating policy and procedures, and on tools to track projects, so that we get the right information flowing and directed to the right people.

Saunatina asked why it takes so long for regular applicants to get accepted into CRH buildings. Michelle House responded that the problem has been related to the rules on verifying income, assets, and rental history. However, these policies have recently changed, making verifications easier to move forward. Michelle said with current lease ups reaching completion, her team will pivot to focus more on vacancy at existing buildings but also mentioned that we have seen an uptick on move-outs due to increased focus on rent collections. She also mentioned that we are looking at staffing needs, and likely to dedicate staff to lease up, to avoid pulling other staff members away from other duties.

- 3. Workforce:** Andrew provided a brief overview of the workforce topic and said that we would dedicate more time at the next meeting to continue the discussion. CRH has been grappling with high turnover rates within the property management group departments, with staff turnover being consistently over 50%. Jill asked what the main reason for staff leaving is. Andrew responded that lack of training among property managers is a big reason and that he will speak with Erin more on this. Saunatina said that we should brainstorm ways to help our very overwhelmed staff. Saunatina would like to hear about the different training CRH teams undergo that contribute to resident and property success. Andrew responded that we'll take a deep dive on this topic at the next meeting.

The meeting ended at 4:04PM

**Resident Services (RS) Board Report  
January 2025**

**YOUR RS TEAM MEMBERS**

<b>Position</b>	<b>Team Member</b>	<b>Assigned Buildings</b>	<b>Contact Information</b>
<b>Resident Services Coordinators (RSC)</b>	Sasha Ifé	Haines & Liberty Bank Building (LBB)	<b>ssobersoutlaw@communityrootshousing.org</b>
	Christian	Broadway Crossing (BX) & El Nor	<b>ckrupp@communityrootshousing.org</b>
<b>Resident Services Manager (RSM)</b>	Valencia		<b>vchambersmanora@communityrootshousing.org</b>

**PORTFOLIO SERVICE DATA**

<b>Total Residents Served</b>	<b>Top 3 Service Categories Requested</b>	<b>Total Buildings Served</b>	<b>Portfolio Utilization of Services</b>
29	Advocacy Rental Assistance Ticket Program	13	<b>27.08%</b>

**DEPARTMENT ACTIVITIES**

Resident Advisory Council (RAC) meeting

- 14 residents attended. A Resident Advisory Council page has been added to the Community Roots Housing website. All RAC agendas and minutes after October 2024 can be found here.
- The RAC then discussed other business, including: 2025 RAC meetings will be moved to the third Tuesday of the month. The updated schedule was passed out and will be emailed to RAC members by Jerome.
- 2025 meeting schedule has been uploaded to the RAC page on the CRH website. RAC agreed that meetings are open to all CRH tenants, CRH staff, and individuals interested in RAC business.



- Presentation by Chris Persons detailing HDC proposals and the motivations behind them. The RAC agreed with the CRH position of policy proposals presented. There were a couple of concerns about 3-day notices being overused and late fees being raised. Chris reassured and educated the RAC that the motivation behind this policy change is to promote safer buildings. With this policy change CRH can serve 3-day notices in cases of property damage that pose serious health and safety risks to other tenants. It is not to be abused.

### **DEPARTMENT NARRATIVE**

The Resident Services Department's service model continued successful operation through January with reduced staff. Our Resident Services Coordinators (RSCs) have been onsite for 12 months and have brought 49 programming events/activities to six different buildings. In addition to their onsite work, the RSC team attends every monthly Resident Advisory Council meeting, are actively participating in Community Roots Housing staff committees, and are constantly seeking professional development opportunities and community partnerships.

January is the prime time for departments to plan for the year and refine our service model. We are collaborating to create a unified vision for 2025 and set up the residents and Resident Services for success.

The RS Department has been working on revitalizing the ticket program since its pausing in 2024. Our staff has reconnected with Community Partners such as: Metro King County, Chihuly Glass Garden, Seattle Aquarium, and Woodland Park Zoo.

RSCs are developing a stronger online presence so that resources can be more accessible to residents, and it allows the department to meet the residents where they are. This is being done in a couple of ways. For example, making updates to the Resident Services webpage so it is more user friendly, communicates effectively to residents what the dept can do and provide as much direct resource-based information as possible.

Additional updates include, adding an online resource library to the RS webpage and created a new online request form for CRH residents to utilize. RSCs are working more closely with the Foundation department to have stronger input into the resident newsletter so that we can increase our communication and engagement with residents.

Sasha Sobers-Outlaw continues to assist residents through her work with them on the Liberty Bank Building Rental Assistance Program.

Due to a shortage of staffing the RS Department has had to scale back onsite programming activities and building engagement. We are excited to begin recruitment for a new RSC to replace Deborah Harrington who transitioned to another department within the organization in September.



## JANUARY 30 PROPERTY DEVELOPMENT BOARD REPORT AND MINUTES

**Property Development Committee Members:** **Bob Fikso**, Derrick Belgarde, Robin Lien, **Anne Melone**  
(**BOLD** indicates those members in attendance)

**Staff Liaisons to the Board:** Chris Persons, **Thea Munchel**, Mason Cavell, **Jordan Sullivan**  
(**BOLD** indicates those members in attendance)

**Date, time and location of meeting:** Thursday, January 30, 2025, at 3:30 PM – 4:30 PM via Ring Central teleconference

**Date, time and location of next meeting:** Thursday, February 27, 2025, at 3:30 PM – 4:30 PM via Ring Central teleconference

### 1. Project Updates

#### a. Abu Bakr – Tukwila

- i. Staff provided an overview of the potential project with Abu Bakr with a look at the project risk and return as we understand it today. This potential partnership project is unique to CRH in a handful of ways, including the goal for Abu Bakr to be the long-term owner and property manager and the limitations around sharia law financing.
- ii. Staff reviewed a developer fee split tool that analyzes the project risk and developer fee returns for the project and the feedback received from the project partner to date.
- iii. The committee expressed continue support for the project and recommended that staff request feasibility studies for the site and the partnership before increasing CRH risk/investment into the project.

### 2. Approvals/Resolution

#### a. PD Policies and Procedures

- i. Staff provided current Property Development Policy last approved by the board in 2015. Staff will follow up with Committee members for feedback in two weeks.
- ii. Staff provided draft underwriting standards for feedback. Staff will follow up with Committee members for feedback in two weeks.

### 3. Pipeline Report

- a. Review attached pipeline report

**Meeting Adjourned 4:44 PM**



List	Project	# Units	2025				2026				2027				2028			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Heartwood	126			Conversion													
2	13th & Fir Family Housing	156	8609															
3	Pride Place	118		Conversion														
4	AT Plaza	126		Conversion														
5	Devonshire	62	PIS	Conversion														
6	Northgate	235				PIS	Conversion											
7	WC Residential	76				PIS	Conversion											
8	WC HUB	0				Conversion												
9	Youthcare	84	Construction									PIS	Conversion					
10	SMC	171		Feasibility														
11	Hill21 (aka JazzHouse)	132		Feasibility														
12	Othello	235		Feasibility														
13	Centennial	57				Feasibility												
14	R & G	139				Feasibility								Prefunded	ROUND	Predevelopment		
15	Tukwila/ Abu Bakr	105		Feasibility														
16	Kent	TBD				Feasibility												
17	CHP2-5					Feasibility												

Project Name	PM	# Units	Funding Application	Construction Closing	Placed in Service	Perm Conversion	Proposed/Actual	Cash Dev Fee	Cash Fee in 2025	Predev Approved	Predev Spent to Date	Acquisition	
<b>Middle Income</b>													
Heartwood	Thea	126	N/A	11/8/2021	11/22/2023	9/1/2025	Actual	\$ 1,731,164			Repaid		
Current Phase: Lease Up			Update: Construction loan and Freddie forward commit have been extended until 9/1/2025.										
Next Milestone: perm conversion/sale			107/126 units leased, putting us at 85% occupied. KM will list the property for sale on 1/30. Working with the investor to identify soft funding source for perm conversion. Resident meeting completed last week. Investor reports going out this week.										
<b>4% Bond</b>													
13th & Fir Family Housing	Josh / Lisa	156	9/15/2019	5/17/2021	5/5/2023	6/7/2024	Actual	\$ 583,947			Repaid		
Current Phase: Operations/8609			Update: WSHFC had follow up questions on the 8609 that we are working through now.										
Next Milestone: Project close out													
Pride Place	Mason	118	9/15/2019	10/25/2021	9/5/2023	6/21/2025	Actual	\$ 1,510,957	\$ 755,479.00		Repaid		
Current Phase: Lease Up/Stabilization			Update: 96 units occupied putting us at 81% occupancy.							*Dev fee in project budget. Discounted in the CRH budget to reflect risk			
Next Milestone: Perm Conversion			Continuing to work with project funders to manage project impacts related to slow lease up and reduced rent rates. All three commercial leases are signed. Landlord work in tenant space is underway anticipated to be complete in 2 weeks and then full turn over to tenant for further improvements.										
AT Plaza	Muammar/Jordan	126	9/15/2019	12/23/2021	8/15/2024	1/30/2025	Actual	\$ 1,088,597	\$ 870,878.00		Repaid		
Current Phase: Lease Up/Stabilization			Update: 101 move ins to date, 80% leased. Allied is working toward 90% as their goal for the end of January. *Dev fee in project budget. Discounted in the CRH budget to reflect risk										
Next Milestone: Perm Conversion			Working to extend construction loan +6 months to complete lease-up/stabilization activities. Completing DRAFT cost certification and closing equity draw down. Negotiating final change order with the GC										
Devonshire	Jordan	62	9/15/2022	9/19/2023	1/15/2025	5/15/2025	Actual	\$ 1,582,857	\$912,107		Repaid	\$ -	
Current Phase: Construction /Lease Up			Update: Continuing to work through outstanding compliance issues with two existing tenants.							*Dev fee in project budget. Discounted in the CRH budget to reflect downward adjust			
Next Milestone: Perm Conversion			No leasing progress, continue to have 23 vacant units that we need to lease ASAP or risk further downward adjuster impacts. Further downward adjusters would put our developer fee at risk Construction completion is scheduled for the end of February (roof Punchlist work may extend into March.) Anticipate a phase two of work to complete the courtyard repair and sewer lateral repair timing would be second half of 2025.										
Northgate	Jordan	235	9/15/2021	12/21/2023	10/31/2025	12/18/2026	Actual	\$ 2,417,701	\$400,000		Repaid		
Current Phase: Construction			Update: ~60% complete construction which continues to trend a bit ahead of schedule.							* No discount applied			
Next Milestone: Building Transition, Lease up			Ground lease bifurcation approved by County Council. Re-engaging on the childcare construction loan now that the Hill21 LAP loan closed. Interviewing third party managers to the project for consideration. Working through finalizing lease with ECDLR, and have reviewed retail space with WCCR for broker services.										
WC Residential	Mason	76	9/15/2022	5/13/2024	9/1/2025	5/1/2026	Actual	\$ 1,118,803	\$ 190,196.51		Repaid	\$ -	
Current Phase: Construction			Update: Construction is 54% complete, tracking on schedule. Current construction activities include MEP rough-in and roofing in preparation for insulation and drywall. CRH and WCCDA have scheduled a time for operational staff to meet and tour site in preparation for Transition to Ops activities on 2/5.										
Next Milestone: Transition to OpEx 9/2025													
WC Commercial	Mason		N/A	5/10/2024	9/1/2025	n/a	Actual	\$ 900,000	\$ 450,000				
Current Phase: Closing			Update: Construction is 54% complete, tracking on schedule. Current construction activities include roof framing MEP rough-in and interior framing, and facade preparation. The WCCDA are working on finalizing programming with commercial tenants. The Healthpoint clinic has provided NTP to Marpac on the TI space and Marpac is coordinating with subcontractors for incorporating that scope into workflow.							*No discount applied			
Next Milestone: Construction													

Project Name	PM	# Units	Funding Application	Construction Closing	Placed in Service	Perm Conversion	Proposed/Actual	Cash Dev Fee	Cash Fee in 2025	Predev Approved	Predev Spent to Date	Acquisition
YouthCare	Mason	84	9/15/2021	12/17/2024	4/14/2027	4/14/2028	Proposed	\$ 1,785,578	\$ -	Repaid		
Current Phase: Funding, Building Permit			Update: Closed on Construction Financing on 12/17/2024!									
Next Milestone: Closing			Notice to Proceed was issued on 1/6/2025 and demolition is currently underway, on schedule. We have been coordinating with the GC, architect, and relevant subs to address outstanding items and OAC officially begins this week.									
			Ground breaking has been scheduled for 3/25/2025 at 3pm at Century Ballroom.									
SMC	Mason	171	9/15/2024	11/1/2026	11/1/2028	7/1/2029	Proposed	\$ 2,863,346	0 \$	500,000	\$ 487,595	\$ 7,750,000
Current Phase: Prefunded			Update: No funding in the 2024 round.									
Next Milestone: Public Funding			Will follow up with OH and project partner to explore next steps.									
<b>Potential Projects</b>												
Hill21	Scott	134	N/A					\$ -		\$ 4,300,000	\$ 3,937,322	\$ 3,000,000
Current Phase: Feasibility			Update: Working on budget to complete (permit/construction), doing forensic accounting w Architect and CRH to confirm status of contracts/SSAs. Reviewing unit mix options w Arch.							*Assumes we repaid predev sources reimbursed by JazzEd and some predev reclassified as land/acq		
Next Milestone: Approval? or Go/NoGo												
Othello	Scott	235	N/A					\$ -		\$ 600,000	\$ 528,645	
Current Phase: Feasibility			Update: Working on PSA amendment and meeting with subs/partners to gather more information. Looking at options for middle-income project (JV), and potential design revisions for unit mix and VE. Developing an updated budget/finance plan and development/remediation schedule									
Centennial		57	9/15/2024								\$ 284,828	
Current Phase: Feasibility			Update: No updates									
Next Milestone: Approval												
R & G	Scott	139	9/15/2024	12/1/2028	12/1/2030	8/1/2031	Proposed	\$ -		\$ 100,000	\$ 93,273	\$ 4,500,000
Current Phase: Acquisition			Update: No updates									
Next Milestone: Prefunded												
Tukwila - Abu Bakr	Jordan							\$ -				\$ 209,606
Current Phase:			Update: Working to advance preliminary project investigation through Abu Bakr before next steps.									
Next Milestone:												
Kent	Thea							\$ -				
Current Phase:			Update: No updates									
Next Milestone:												
CHP2-5	Thea							\$ -				
Current Phase:			Update: No updates									
Next Milestone:												



## **FEBRUARY 2025 EXECUTIVE COMMITTEE BOARD REPORT AND MINUTES**

**Executive Committee Members:** Frank F. Alvarado III (Chair), Chasten Fulbright (Treasurer), Michelle Morlan (Secretary), Drew Porter (Immediate Past Chair)

**Absent Committee Members:** Derrick Belgarde (on sabbatical)

**Staff:** Andrew Oommen, Chris Persons, Carolina Rocha, Sondra Cardin (taking notes)

**Date, time, and location of meeting:** Monday, February 3, 2025 – 5-6:30 pm – Belmont Conference Room / RingCentral

**Date, time, and location of next meeting:** Monday, March 3, 2025 – 5-6:30 pm – Belmont Conference Room / RingCentral

The meeting began at 5:04 p.m.

**Critical Path Issues:** Chris provided an update on Heartwood's listing status. Staff are preparing for tours with the listing agent. Agent has received multiple NDA agreements from interested parties. Media inquiries are anticipated and being managed with consultants.

Chris reported one final extension of initial feasibility on the miniportfolio disposition. Despite federal-level concerns, buyers remain committed. On lease-up projects, three properties have reached good occupancy levels: Africatown Plaza at 89%, Pride Place at 85%, and Heartwood at 87%, while Devonshire remains at 65% due to ongoing construction.

Chris discussed federal funding freezes which staff are working to quantify what might be at risk. Staff do not think LIHTC is in danger as it has maintained strong sponsorship from all of congress for decades. Michelle shared insights from a tax credit conference she attended underscoring strong bipartisan support for LIHTC. She noted there may be some formula risks to Section Eight funding, with Chris noting concerns about HUD processes slowing should they face staffing reductions. Regarding deportation concerns, staff communications and protocols are being developed with city guidance. Andrew noted additional considerations due to our government agency status and have reached out to counsel legal advice.

On advocacy, Chris reported positive RAC reception to January's presentation, with main concerns about shortened rent increase notice periods and removing late fee caps. Staff will review internal policies to minimize resident impact.

**Proposal from Dana Moore:** Chris reported staff thinking has evolved significantly from discussions three months ago. He explained that Dana is proposing an exercise similar to Mary Vasys' 2008 work. Dana would serve as lead consultant, with Harold Nassua providing support to this work and their staff handling numerical analysis. Both have extensive housing, banking and finance experience. Their scope of work

was presented. Chris noted multiple references from Mary Vasys, Art Fatum, Eric Chatman, and Margaret Salazar.

During discussion, Drew expressed surprise about the price being not large enough relative to scope. When Chasten inquired about deliverables and phase structure. Michelle asked to clarify about deliverables in the price are in phase one. Andrew added phase two is a different scope of work implemented after client approval.

Chris reflected on his experience as a new CEO 17 years ago, noting how valuable the Mary Vasys analysis was. He emphasized this would serve as a tool for the Board and new CEO, providing a foundation and playbook without mandated implementation. Michelle and Chasten raised concerns about the scope's focus on financial analysis versus operational aspects. Michelle inquired if profitability is an appropriate measure. Chasten requested more detailed evaluation metrics, for example to Asset Management or Property Management, and expressed need for funding to pay for the work. Frank inquired about expanding the scope and timeline. Chris agreed to schedule a follow-up call with Dana and members of the Executive Committee to further discuss questions.

Michelle expressed reservations about the product's value.

**CDP 2025 Workplan & Priorities:** Chris provided a verbal update that at the last RAC meeting reviewed HDC's policy change recommendations, noting it was a productive meeting and has confidence in the direction of the committee. They adopted a charter and looking to create officers and discussing the process of drafting the agenda, ensure communication with staff leadership.

**Board Development:** Chasten mentioned having lunch with a potential board member candidate which Chris will reach out to. Chris discussed moving Sara Maxana's candidacy to the full board possibly in March and updated on other potential candidates. Michelle asked about mayoral appointments, Chris explained that three mayoral candidates must be sent to the mayor's office, with most historically being appointed as requested.

The Executive Committee unanimously approved presenting Robert Colton to the full board as a second emerging leader noting him as an enthusiastic future state supreme court law clerk with Housing Justice Project experience.

**Review Board Agenda and Resolutions:** Chris reviewed the Board meeting agenda noting that staff had already updated the agenda since sending this draft to the EC. Frank and Chris will finalize agenda during their weekly meeting.

**Board Correspondence:** In January 2025, three board correspondences were received and addressed as outlined below

**Executive Search Update:** Frank reported that the committee has hired Valtas Group as their search firm and will be meeting with them on Wednesday alongside Erin and Leslie. Frank plans to forward and initiate a contract. He also mentioned receiving a candidate referral from Kristin Winkel which will be forwarded to Valtas.

The meeting ended at 6:16 p.m.



**Board Email Correspondence January 2025**

<b>Correspondence Number</b>	1
<b>Date Received</b>	January 14, 2025
<b>From</b>	Resident
<b>Topic</b>	Recertification
<b>Building</b>	Miller Park
<b>Status</b>	Staff has been addressing the issue and have uploaded certs today.

<b>Correspondence Number</b>	2
<b>Date Received</b>	January 14, 2025
<b>From</b>	Resident
<b>Topic</b>	Maintenance
<b>Building</b>	Centennial
<b>Status</b>	Staff has addressed and resolved the intercom and refrigerator issues through third party vendors.

<b>Correspondence Number</b>	3
<b>Date Received</b>	January 22, 2025
<b>From</b>	Staff
<b>Topic</b>	Update to Cherry Tree Issue
<b>Building</b>	Elizabeth James
<b>Status</b>	Staff has accepted a bid proposal and are waiting for dates to schedule the arborist.