
**SEATTLE HOUSING AUTHORITY
REGULAR BOARD BRIEFING**

Virtual via Microsoft Teams

(206) 257-3799; Phone Conference ID 450 138 704#

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LOCATION

In-person option at SHA Central Office

101 Elliott Ave W, 1st Floor Tahoma Conference Room
Seattle, WA 98119

DATE

December 8, 2025, 4:30pm – 6:00pm

**BOARD
ATTENDEES**

**Sally Clark, Chair
Robert Crutchfield, Vice-
Chair
Dr. Paula Houston
Rita Howard**

**Twyla Minor
Paul Purcell
Kristin Ryan**

DISTRIBUTION

SHA Board of Commissioners; Cabinet

Commissioner Roll Call

Present: Sally Clark, Chair
Robert Crutchfield, Vice-Chair
Rita Howard
Paul Purcell
Twyla Minor
Kristin Ryan

Absent: Paula Houston

AGENDA:

Briefing Items

- **Resolution No. 5304**: 2026-2027 Teamsters Contract
- **Resolution No. 5305**: Write-off of Delinquent Accounts
- 2026 Proposed Board Topics Discussion
- **Executive Session**: Potential Litigation

Commissioner roll call was given at 4:31 p.m. The Briefing was held via teleconference, with an in-person option at the SHA Central office. Commissioner Houston was absent from the Briefing.

Resolution No. 5304: 2026-2027 Teamsters Contract

Executive Director Rod Brandon introduced Human Resources Deputy Director Valerie McKenna as well as the resolution at hand. It was noted that this is the first of three labor unions that the agency negotiates with. Ms. McKenna added that the other two union negotiations will hopefully be concluded in January of 2026, and those will be brought to the board once ready. She reviewed the management priorities of the agency, which are fiscal stewardship, retention, salary progression, and recognition.

Teamsters make up approximately 4% of SHA's workforce and are generally responsible for janitorial and light maintenance work. Ms. McKenna reviewed the various budget considerations that went into the Teamsters two-year contract agreement, specifically regarding pay increases, merit pay, an annual leave cash-out program, and other matters. Commissioner Howard asked about compensation increases for 2027 that are dependent upon the agency's funding; the 1-to-4% increase to staff pay seems like a fairly wide range. Labor Relations Manager Chip Weatherbee replied that this is tied to the MTW block grant, and that 1-4% is as well defined of a number as the agency could get at this time. Mr. Brandon added that the agency is trying to have more certainty as time goes on.

Commissioner Purcell asked if our retention provisions in the union contracts affect our opportunity initiative staffing. Mr. Brandon replied there is no OI that would be impacted by our Teamsters. Housing Operations Director Dave Wellings added that rather, the vast majority is in trades and then after that, OPEIU members. Chief Financial Officer Jared Cummer said even with the trades and OPEIU there is not necessarily an impact, but the agency can get back to the commissioner with more detail as there is quite a bit more nuance with the trades contract.

Commissioner Clark wanted to readdress Commissioner Howard's question. The 1-4% is not a number that will be made up in 2027 once the agency gets to that time. It is a number that will be thoughtfully considered. Mr. Brandon agreed. Ms. McKenna added that the agency will renegotiate with the Teamsters in 2027 for 2028, as well. Commissioner Clark asked if there is a cap on how much annual leave can be accrued in a year. Ms. McKenna replied that 240 hours is the limit. Employees who exceed that limit at year-end have to decide if they want to use their excess leave or lose it.

Introduction: New Communications Director Mafara Hobson

Mr. Brandon and Deputy Executive Director Jvania Cross introduced the new SHA Communications Director, Mafara Hobson. Ms. Hobson offered remarks on her background, interest in SHA's work, and her impressions after her first week with the agency. Commissioner Clark offered her welcome to Ms. Hobson.

Resolution No. 5305: Write-off of Delinquent Accounts

Mr. Cummer offered a reminder to the board of the resolution contents. SHA is required to write-off delinquent accounts in excess of 90 days. Annually, the board is asked for their approval retroactively for those write-offs. When the audit is completed in May or June, that is when the final number of write-offs is concluded. Write-offs were up in 2024 compared to 2023; the total for 2024 was \$880,000 which is 1.5% of the agency's total rent roll. Commissioner Purcell asked when HUD retires the bad debt, and Mr. Cummer replied that HUD never retires it. The commissioner asked if HUD factors this into evaluation of SHA at all, and Mr. Cummer stated that it does not. What happens, however, is that the debt follows the low-income tenant and prevents them from moving to a new unit with a new housing authority until that debt is paid. Additionally, there was an increase of \$10M in rent monies coming to the agency due to acquisitions and outside-managed units pay rent. When you get this increase, you also have an increase in write-offs typically.

SHA had 32 households of the 224 total households with debt write-off, and those 32 accounted for over a quarter of the write-off amounts. There was a decrease in the amount owed to Housing Maintenance Services for services rendered by roughly \$9,000 compared to the prior year. This may be due to an increase in service days by the HMS team. Most of the debt is within the public housing participants who are considered extremely low-income, for the most part.

Commissioner Ryan asked if it is a mandated write-off after 90 days—Mr. Cummer replied “yes”—, so how are things looking in 2025 for the third quarter in comparison to 2024? Mr. Cummer offered to get the commissioner a report but cautioned it will not be an exact comparison as some tenants may still enter a payment agreement. He added that they tend to rely less on write-off numbers in-the-moment and instead focus on a special report that he can get to the commissioner.

Commissioner Purcell stated that this would indicate we have less than a 2% failure to pay rent level—is that correct? Mr. Cummer replied that financially, that is true. On the income statement for 2024, you will see collection loss that will match the number in the resolution that the board is provided with. Mr. Cummer can give a bad debt amount and a collection amount to the commissioner, as that is part of the report that he offered to share with Commissioner Ryan. Mr. Cummer added that the agency is still performing better than everyone else in the affordable housing industry in this region.

Commissioner Purcell added that we are on the verge of losing a couple of nonprofit housing providers because the environment is so difficult, and expressed his appreciation for Operations and those folks negotiating payment terms as the agency seems to be doing very well in a very rough environment. Upon prompting from Mr. Brandon, Mr. Cummer explained that before the COVID pandemic, write-offs were such a small amount that they were barely noted.

Commissioner Clark asked board commissioners to put together any additional questions they may have in plenty of time to allow staff to answer them before the Monday board meeting.

2026 Proposed Board Topics Discussion

Mr. Brandon opened this discussion, passing it on to Deputy Executive Director Jen Chan for more details. Ms. Chan offered a group of proposed first quarter topics for 2026. In January, these include a preview of 2026 agency priorities, a resolution for Housing Choice Voucher Administrative Plan updates, a real estate roadmap overview, and potential other labor contract resolutions. In February, proposed topics include updates from the legislative response team, information about illegal dumping, and information about the affordable housing landscape. Lastly, in March, topics may include updates on the Dayforce and Dynamics ERP (enterprise resource planning) project, public safety updates, and an overview of the HR dashboard and results of the 2025 employee survey.

Commissioner Clark asked about the affordable housing landscape topic—she and perhaps other commissioners are curious about the threats to affordable housing in this region. Where might things be fraying and coming apart, or where are potential failures happenings? Mr. Brandon thanked the commissioner for bringing these questions up.

Ms. Chan continued, outlining proposed topics for the second quarter. For April, these include implementation updates regarding the Strategic Plan, updates from the legislative response team, state legislative updates, and Housing Choice Voucher program updates. May topics include a preview of the 2027 budget process and an update on the Northgate Commons site. Lastly, June topics include a tentative SHA board retreat.

For third quarter topics, July includes the annual audit exit interview, the annual SPACE meeting, updates from the legislative response team, and 2027 budget review. August includes only 2027 budget review, continued. Lastly, September includes an introduction of the 2027 MTW plan and the 2027 proposed budget, as well as updates from the legislative response team.

For fourth quarter topics, October includes a resolution for the 2027 MTW plan, a resolution for the 2027 budget approval, updates on the Dayforce and Dynamics ERP (enterprise resource planning) project, and a tentative topic of pathways to permanent supportive housing and aging in place. November includes updates from the legislative response team and a resolution for the Holly Court master plan. December includes the annual state audit exit interview and a resolution for the annual write-offs.

Commissioner Crutchfield asked if a second public safety update could be added to the latter half of 2026? Mr. Brandon agreed. Commissioner Purcell stated that there are not many resolutions or general time set aside for development activities. Is that a reflection of where we are in development of Northgate, or is there a timeline for other projects that the agency has in mind? Mr. Brandon replied that when the Board looks at the real estate roadmap in February '26, Commissioners can ask more about what they are interested in or curious about. There is also Jackson Park Village that will close by the end of this year and will be discussed throughout 2026 even if there are no resolutions.

Holly Court will also be a new development at the Red Brick site that SHA owns, and the agency will be the master planner for that site as well; discussions will be upcoming.

Commissioner Clark added that there will be things that come up throughout the year that are added to the calendar, and other topics that may go over into a second meeting. Commissioner Purcell stated that the agency needs to consider establishing criteria for acquiring buildings from other affordable housing organizations that may have to sell them, as these acquisitions may come with both benefits and risks. Commissioner Ryan stated that she is interested in understanding opportunities for career growth for staff that may come with acquisitions; how does the agency manage its human resources to ensure the effective management of buildings as the agency expands and contracts over years to come. Ms. Chan replied that one of the benefits of the real estate roadmap is that it helps the viewer understand things holistically and understand both the financial and human resource impacts of development and acquisition.

Commissioner Clark asked for the proposed timeline of board topics to be added to a folder someplace that is easy for the commissioners to access on their own. Ms. Chan stated that she is glad this resource is useful to the commissioners as she embarks on a 6-month hiatus to support the new Seattle mayor's administration in early 2026.

Executive Session: Potential Litigation Discussion

Recess for this session began at 5:36 p.m. with the Board scheduled to return back to Regular Session at 6:06 p.m.

Meeting Close

The next Board meeting will occur on Monday, December 15 at the Juniper Apartments. After completing the Executive Session at 6:06 p.m. and hearing no further comments, Commissioner Crutchfield called for adjournment of the briefing. Commissioner Purcell motioned, Commissioner Minor seconded. The December 8, 2025, Regular Board Briefing was adjourned at 6:09 p.m.

Secretary-Treasurer