



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS

BOARD PACKET

November 10, 2021



**Tacoma
Housing
Authority**

Executive Director
April Black

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

REGULAR MEETING

Board of Commissioners

WEDNESDAY, November 10, 2021

The Board of Commissioners of the Housing Authority of the City of Tacoma will hold a Regular Meeting on **Wednesday, November 10, 2021, at 4:45 pm** via Zoom.

<https://us02web.zoom.us/j/87156934430> / Meeting ID: 871 5693 4430 / Dial: (253) 215-8782

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

I, Sha Peterson, certify that on or before November 5, 2021, I FAXED/EMAILED, the preceding PUBLIC MEETING NOTICE before:

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

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

Sha Peterson
Executive Administrator



TACOMA HOUSING AUTHORITY

AGENDA

REGULAR BOARD OF COMMISSIONERS MEETING

November 10, 2021, 4:45 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/87156934430> / Meeting ID: 871 5693 4430 / Dial: (253) 215-8782

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF MINUTES**
 - 3.1 Minutes of October 27, 2021—Regular Session
4. **GUEST COMMENTS**
5. **COMMITTEE REPORTS**
 - 5.1 Real Estate Development Committee
 - 5.2 Finance and Audit Committee
 - 5.3 Community Partnerships and Advocacy Committee
 - 5.4 Education, Housing, Services and Partnerships Committee
 - 5.5 Diversity, Equity and Inclusion Committee
6. **COMMENTS FROM THE INTERIM EXECUTIVE DIRECTOR**
7. **ADMINISTRATION VERBAL REPORTS**
 - 7.1 Finance
 - 7.2 Client Support and Empowerment
 - 7.3 Rental Assistance
 - 7.4 Property Management
 - 7.5 Real Estate Development
8. **NEW BUSINESS**
 - 8.1 2021-11-10 (1) Amendment #1 to the LaVonne Dorsey & Associates Contract
 - 8.2 2021-11-10 (2) Authority to Execute Diversity, Equity and Inclusion Contract
 - 8.3 2021-11-10 (3) Mandatory Vaccine Policy
9. **EXECUTIVE SESSION if any**
10. **COMMENTS FROM THE COMMISSIONERS**
11. **ADJOURNMENT**



TACOMA HOUSING AUTHORITY

MINUTES



TACOMA HOUSING AUTHORITY

BOARD OF COMMISSIONERS MEETING MINUTES REGULAR SESSION WEDNESDAY, OCTOBER 27, 2021

The Commissioners of the Housing Authority of the City of Tacoma met in Regular Session via Zoom at 4:45 PM on Wednesday, October 27, 2021.

1. CALL TO ORDER

Chair Rumbaugh called the meeting of the Board of Commissioners of the Housing Authority of the City of Tacoma (THA) to order at 4:48 pm.

2. ROLL CALL

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

PRESENT	ABSENT
Commissioners	
Chair Stanley Rumbaugh	
Vice Chair Shennetta Smith (arrived late at 4:52 pm)	
Commissioner Derek Young	
Commissioner Dr. Minh-Anh Hodge	
Commissioner Pastor Michael Purter	
Staff	
April Black, Interim Executive Director	
Sha Peterson, Executive Administrator	
Julie LaRocque, Interim Deputy Executive Director	
Rich Deitz, Interim Finance Director	
Barbara Tanbara, Interim Human Resources Director	
	Frankie Johnson, Property Management Director
Roberta Schur, Interim Real Estate Development Director	
Sandy Burgess, Administrative Services Director	
Aley Thompson, Interim Rental Assistance Director	
Cacey Hanauer, Client Support & Empowerment Director	
Katie Escudero, Interim Policy, Innovation and Evaluation Director	

Chair Rumbaugh declared there was a quorum present @ 4:49 pm and proceeded.

3. APPROVAL OF MINUTES OF THE PREVIOUS MEETING

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Regular Session of the Board of Commissioners for Wednesday, September 22, 2021. Commissioner Young moved to adopt the minutes. Commissioner Hodge seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

Chair Rumbaugh asked for any corrections to or discussion of minutes for the Special Session of the Board of Commissioners for Friday, October 8, 2021. Commissioner Hodge moved to adopt the minutes. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion approved.

During the November 30, 2021, meeting, the Board voted to revoke the vote on September 10, 2021, and start negotiations with April Black. The vote was recorded as unanimous.

Noted on today's minutes: Commissioner Purter voted "No" during closed session and voted "Yes" during open session.

4. GUEST COMMENTS

None.

5. COMMITTEE REPORTS

Real Estate Development Committee—Chair Rumbaugh, Commissioner Young

Chair Rumbaugh was absent during the last meeting. Commissioner Young provided an update. There were several items of interest during the last meeting. The committee spoke about James Center North and the two parcels to sell. THA received three offers and staff will begin reviewing the offers. The committee also spoke about Saraveda on

Hilltop and the options about the possibility of moving the house. Staff are discussing various options.

Finance Committee—Commissioner Hodge and Commissioner Young

The committee did not meet. The financial audit has been completed with no findings. The accountability audit will end soon.

Education, Housing Services and Partnerships Committee—Vice Chair Smith, Commissioner Hodge

The committee met and discussed Housing Choice Vouchers (HCV) and Housing Opportunity Program (HOP) vouchers. Overall, HCV households show to have greater success in securing housing vs. HOP vouchers. HCV families are able to come with lower income whereas HOP have higher income and the assessment found that individuals with HOP are finding it more difficult to secure housing due to increasing housing rates. There are also limitations as far as time to be on a HOP voucher. Staff suggest removing the income limitations and remove boundaries. According to Commissioner Hodge, the HCV model seem to be a better model for recipients. Interim Policy, Innovation and Evaluation (PIE) Director Escudero noted that the report was brought to the committee as a preview for questions and will be brought back to the committee in November, with a full report to the Board in December. There are concerning outcomes in HOP, and staff will have recommendations to bring to the Board. Vice Chair Smith added that she found people on the voucher do not want to stay on the voucher. Commissioner Hodge stated that the assessment also demonstrated that HOP had sever negative impact than any other programs. PIE is looking to make changes that will remove those barriers.

Community Partnerships and Advocacy Committee—Vice Chair Smith, Commissioner Purter

The committee did not meet, but Marketing Manager Nick Tolley put together beautiful slides and Commissioner Purter is still reviewing the slides. He hopes to have a committee meeting in November. Vice Chair Smith stated she had not been included in the emails.

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

The date to award the RFP for the Diversity, Equity, and Inclusion (DEI) consultant has been extended to November 5, 2021. The committee is down to the top 5 finalists, and agreed to interview the top 3 candidates.

6. COMMENTS FROM THE EXECUTIVE DIRECTOR

Executive Director (ED) April Black directed the board to her report. Four died in the shooting at Salishan, and all were closely connected to one Salishan family. Director Black and staff provided support to staff and the neighborhood on Thursday, Friday and through the weekend. There were referrals to case managers, Consejo and Tacoma Public Schools. There was also a peace march, with people coming together to show solidarity.

There is still no identified suspects or motive, but THA fully cooperated with the investigation. The community is very concerned, and THA is planning on holding a townhall event next week. The community liaison officer will help field questions. Vice Chair Smith noted that THA needs to pay attention to similar occurrences in the neighborhood. Chair Rumbaugh agreed and noted that violent crimes have increased across Pierce County. Vice Chair Smith stated that THA's mission is to pay attention to its tenants and has been hearing safety concerns from tenants. Chair Rumbaugh asked Director Black to think about a survey to determine the degree tenants would be amenable to video surveillance and how concentrated it should be. Director Black will coordinate with the Salishan Association. The townhall will also be an opportunity to hear from the residents.

THA requested \$3M to support Hilltop redevelopment. Director Black heard that it is still in the house budget. She is hopeful that \$1M will come through for the redevelopment.

Chair Rumbaugh inquired about the software conversion. According to Director Black, staff are analyzing this under Associate Director/CIO William Morse's leadership for a year now. The recommendation is to use off the shelf-product, Yardi. More conversation needs to happen with Yardi, but this is the direction that THA plans to go which will have a significant impact on the agency. Commissioner Young asked if there is a contractual obligation with Salesforce. According to Morse, THA has a year-to-year contract with Salesforce and will keep the system around as a reference.

Director Black heard that the same organization involved with relocating the encampment near Evergreen College will be managing THA's bullpen as a sub-contractor under the city. The city would like to use the bullpen as a temporary shelter for people who are currently in tents. Director Black is asking the board to approve this request for two weeks then replace it with tiny homes. The board unanimously approved the request.

Director Black asked for approval on some logistical questions:

1. The board allowed the Leadership Team to just do verbal reports and no written reports for November and December and wrap up for the year on the January written reports. Board approved.
2. Director Black proposed to brief and consult with the Finance Committee of the Board regarding the 2022 budget in November, accept input and modify the budget, and have the full board meeting in December to adopt the budget. Board approved.
3. Director Black proposed to have a hybrid meeting no sooner than February due to construction delays. Board approved.

7. ADMINISTRATIVE REPORTS

Finance

Finance Department (FD) Interim Director Rich Deitz directed the board to the finance report. Finance had some staff changes and hired a new accounting manager who will be starting November 1st.

Commissioner Hodge moved to ratify the payment of cash disbursements totaling \$5,538,309 for the month of September 2021. Commissioner Young seconded.

Upon roll call, the vote was as follows:

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

Motion Approved.

Client Support and Empowerment

Client Support and Empowerment (CSE) Director Cacey Hanauer directed the board to her report. CSE staff are working hard to support each other, staff and tenants at Salishan. Director Hanauer is increasingly grateful for the CSE team. Property Management team Marquis Jenkins and Barbara Pearsall have been stellar throughout the Salishan incident last week. There are also a lot of work on the budget. CSE hired a new staff member Shawnda Anderson. The CSE team is continuing to work with the city and Workforce Central in bringing employment programs at Salishan and working with the Salishan Association. CSE is also looking for ways to increase grant funding for community building positions and ways to increase 2Gen program. Chair Rumbaugh is interested to see THA's work with the Grand Cinema and kids. According to Director Hanauer, it was a fun partnership and an exciting opportunity to get kids back in the building.

Rental Assistance

Rental Assistance (RA) Interim Director Aley Thompson directed the board to her report. Utilization remains strong across programs. RA staff started using Emergency Housing Vouchers in September, and to date have issued 20 vouchers. This shows how hard the RA team is working. Staff are making good progress. THA was awarded Foster Youth and Independence (FYI) vouchers and will be meeting with DCYF. The vouchers will be effective March 2022 and staff plan to begin accepting referrals before that. RA has hired more staff, and Nando Ruiz has been leading the onboarding and training. RA team began experimenting on improving how to manage their work, attempting to be more balanced to do their work. THA will be opening the waitlist to large families next month. They will conduct a targeted opening and anticipate opening the waitlist more broadly. Chair Rumbaugh asked what Director Thompson's view is with the problem in utilizing vouchers with the Department of Corrections and Tacoma Community College. According to Director Thompson, RA is working to partner with PIE to create a simplified alternative.

Property Management

Property Management (PM) Interim Director Marquis Jenkins directed the board to her report. PM staff continue to support tenants. The chart on page 5 reflects the impact of key variables with the goal of 20 days. The team has not yet reached its target but are targeting in the right direction. The Turn and Leasing teams continue to work hard to prepare eligible households for upcoming units. The team has been busy working through work orders, focusing on emergency and urgent work orders. Rent collection reflects current and past year for September. The PM team is working closely with tenants for resources for late rents.

Real Estate Development

Real Estate Development (RED) Interim Director Roberta Schur directed the board to her report. RED is closing out The Rise and Arlington. Staff are talking about a resolution for James Center North with lease up for commercial space. Steve Clair retired as of the end of this month which is a big hole to fill. An article in The News Tribune about new resources on Hilltop to provide food.

8. NEW BUSINESS

8.1 RESOLUTION 2021-10-27 (1) (Purchase of IT Equipment)

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

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

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

WHEREAS, THA is experiencing significant delays in the delivery of IT, and

WHEREAS, it is possible ordering new equipment now could impact the 2021 budget if it arrives in 2021, and

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

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

The Board of Commissioners of the Housing Authority of the City of Tacoma, Washington that the agency is authorized to spend up to an additional \$75,000 for IT equipment for 2021 in the event ordering the equipment now results in a 2021 delivery.

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

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

Motion Approved: October 27, 2021

Stanley Rumbaugh, Chair

**8.2 RESOLUTION NO 2021-10-27 (2)
(James Center North/Aviva Crossing Sales of lot(s) 1A and 1B)**

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

WHEREAS, A resolution 2017-8-23 (4) authorized THA's Executive Director to purchase the property known as James Center North; and

WHEREAS, The resulting community engagement supported a master plan that included selling to multiple developers; and

WHEREAS, The sale of these parcels will facilitate the development of additional housing and commercial space on the property; and

WHEREAS, In August of 2021 THA requested proposals from interested buyers for the purchase of lots 1A and 1B of the master plan; and

WHEREAS, In September of 2021 THA received proposals from 4 interested buyers for the purchase of lots 1A and 1B of the master plan; and

WHEREAS, THA staff are recommending to begin negotiations with Koz Development for the purchase of Lot 1A and Mercy Housing for the purchase of Lot 1B; now, therefore, be it

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

THA's Executive Director is authorized to negotiate separate purchase and sale agreements for lots 1A and 1B identified in the James center North/Aviva Crossing Master Plan and if those negotiations are successful, to execute contract(s) with Koz Development and Mercy Housing respectively, for the sale of these lot(s).

Commissioner Young motioned to approve the resolution. Commissioner Hodge seconded the motion.

Upon roll call, the vote was as follows:

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

Motion Approved: October 27, 2021

Stanley Rumbaugh, Chair

8.3 RESOLUTION 2021-10-27 (3)
(Amendment #5 to contract with Foster Garvey PLLC)

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

Whereas, On March 14, 2017, THA's Executive Director entered into contract for legal services with Foster Pepper PLLC, doing business as Foster Garvey PLLC since 2019 in an amount not to exceed \$150,000.00 unless approved by the Board of Commissioners; and

Whereas, THA Board Resolution 2017-10-25 (1) increased the authorization contract amount by \$168,500.00, for a not to exceed \$ 316,350.00 for various development projects; and

Whereas, THA Board Resolution 2018-02-28 (4) increased the authorized contact amount by \$423,000, for a not to exceed of \$739,350.00; and

Whereas, THA would like to amend the total contract amount for work associated with the Housing Hilltop development to include fees associated with on-going development activities, including the financing of the development, negotiating with investors and lenders and bond issuance; now, therefore, be it

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

Authorize THA's Executive Director to increase the contract amount with Foster Garvey PLLC by \$200,000.00 for a total not-to-exceed amount of \$939,350.00.

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

Upon roll call, the vote was as follows:

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

Motion Approved: October 27, 2021

Stanley Rumbaugh, Chair

9. COMMENTS FROM COMMISSIONERS

Commissioner Purter thanked staff with what has taken place during the last several weeks, especially at Salishan with the disturbing things that happened there. Chair Rumbaugh noted that THA remains the finest housing authority in the county.

10. EXECUTIVE SESSION

The board went into executive session at 6:21 pm for 19 minutes to discuss legal matters with legal counsel representing the agency and came back to regular session at 6:40 pm. No action was taken in executive session.

11. ADJOURNMENT

There being no further business to conduct the meeting ended at 6:41 pm.

APPROVED AS CORRECT

Adopted: November 10, 2021

Stanley Rumbaugh, Chair



TACOMA HOUSING AUTHORITY

Real Estate Development Committee

Chair Stanley Rumbaugh
Commissioner Derek Young

Finance Committee

Commissioner Derek Young
Commissioner Minh-Anh Hodge

Community Partnerships and Advocacy Committee

Vice Chair Shennetta Smith
Commissioner Pastor Michael Purter

Education, Housing, Services and Partnerships Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge

Diversity, Equity and Inclusion Committee

Vice Chair Shennetta Smith
Commissioner Minh-Anh Hodge



TACOMA HOUSING AUTHORITY

**COMMENTS FROM THE
EXECUTIVE DIRECTOR**



TACOMA HOUSING AUTHORITY

To: THA Board of Commissioners
From: April Black, Executive Director
Date: November 10, 2021
Re: Executive Director's Monthly Report

The Executive Director report serves as a summary of high-level agency activities.

There are no written reports from the departments in the months of November and December. Department staff will be available to provide verbal updates at the meetings.

1. Diversity, Equity, Inclusion, and Belonging

You will note in the title of this section that we are expanding the description of our DEI work and goals to include “belonging.” This change comes from a review of the DEI Consultant proposals, recent literature, and feedback from staff at our November 3rd All-staff meeting. A sense of belonging is key to THA being a place where people want to work.

1.1. DEIB Consultant

A staff review committee was formed to review the Diversity, Equity, Inclusion and Belonging consultant proposals. The committee reviewed the twenty (20) written proposals THA received in response to its Request for Proposals. The top three respondents were recently interviewed. Staff should be ready to make a final recommendation by the time of the Board meeting.

1.2. Recruitment for Director of Human Resources

THA has been working with Janice Jackson-Haley to assess and improve THA's recruitment and hiring practices and to search for and select the best Director of Human Resources for THA. I have a goal to improve processes in HR, especially concerning our focus on DEIB. Per our new standards for improving the hiring process and employees' successful participation on a search committee (especially for a director-level position), staff interviewers will receive training and education support (anti-bias training, for example). Janice will provide this training. This training along with a revised job description that genuinely targets the skill sets we need and expanded marketing and postings for the position will help ensure we have a broad, diverse pool of candidates from which to select.

The position will likely be posted by the end of the week.

2. THA Budget and Federal Funding

2.1. 2022 THA Budget

The 2022 Budget preparation continues. The Leadership Team aims to have a proposed, balanced budget by mid-November. This budget will support the agency priorities the Board agreed to in September.

2.2. FY22 Federal Budget

There have been few changes to the federal fiscal year budget since the October Board meeting.

However, Congress passed the Build Back Better Infrastructure bill on November 5th. The overall impact for Washington State and THA is unclear, but this will be very positive for creating and preserving affordable housing. At a minimum, there will be significant increases in the low-income housing tax credit and HOME programs.

3. Software Conversion: Data Quality Analysis

Over the past few months, PIE and IT have been investigating the state of data quality in OpenDoor. By gaining a broad understanding of the scope and scale of data quality issues, THA can effectively plan for the time and resources needed to mitigate some of these issues in the short-term and eventually migrate to a new system. Daniel Stutman, THA's Data Analyst, performed the analysis and consulted with internal subject matter experts, primarily IT's Luda Kamerzan and Rental Assistance, Finance, and Property Management staff. The major takeaways are: the data is unreliable, difficult to navigate, and confusingly structured; duplicate and blank fields and records complicate data entry and reporting; and finally, the operational processes for utilizing the system exacerbate these issues. To address these issues, PIE and IT are forming a workgroup to identify near-term mitigation strategies and to plan for data cleaning and conversion necessary for the Yardi migration.

4. Limited Waiting List Opening

We will be conducting a limited opening of the waitlist for nine or 10 person households from November 15 through December 3. The announcement about this opening is attached.

5. Salishan Town Hall

At the October Board meeting, I mentioned that THA and the Salishan Association would be mutually hosting a Town Hall meeting with the residents of Salishan. Below is the invitation to the event:

Please join us Tuesday, November 22nd 6-7pm for a special session of our virtual quarterly [Salishan Town Hall](#) where we will address and discuss together the questions and concerns of our community resulting from the recent, traumatic gun violence in our neighborhood, and the ongoing investigation and response.

We will be joined by Mayor Victoria Woodards and our City Council representative Catherine Ushka alongside Salishan Association staff, Tacoma Housing Authority property management and staff, Safe Streets representatives, Tacoma Police Department officers, Pierce County Security and Consejo Counseling.

We are encouraging residents and any community partners to join us virtually to ask questions, voice concerns, and explore together the wellbeing of our neighborhood. Please feel free to share notice of

this event with your networks and/or staff and have them RSVP with Stephanie Christy at stephanie.christy@managementtrust.com to receive the participant Zoom link.

*When: Monday, November 22nd 6pm
Where: Zoom*

*<https://zoom.us/j/97756840409>
Meeting ID: 977 5684 0409*

*One tap mobile
+12532158782,,97756840409#
+1 253 215 8782*

6. Agency Strategy and Priorities

On November 3rd, we held a THA all staff meeting. During that meeting, I shared my proposed vision, strategies, and goals for the next 100 days. I have provided this information in the following pages. I am hopeful that we can mutually align behind these strategies and goals and begin to use them in our monthly reporting and in building the metrics by which we will measure our success as an agency.

Vision:

- THA envisions a future where everyone has an affordable, safe and nurturing home, where neighborhoods are attractive places to live, work, attend school, shop and play, and where everyone has the support they need to succeed as parents, students, wage earners and neighbors.
- THA contributes to this vision by striving to be an excellent provider of housing and services that aligns its resources to maximize equitable community impact.

Strategy:

THA delivers high quality housing services and has a tremendous impact in Tacoma, which is only made possible by a staff of highly skilled and caring people. The primary ways THA can improve is by getting focused as an agency about what it is doing and where it is going. This will require setting clear goals, breaking down department silos and operating as one agency. The three strategies I propose are:

Strategy 1: Focus on THA being an excellent provider of housing and services.

- THA will advance equitable housing outcomes by creating more housing opportunities every year.
 - Pursue acquisition.
 - Explore all opportunities to partner in the public and private housing markets.
 - Any housing that THA develops will be well-designed and executed.

- Create opportunities for THA customers to work for THA and be hired on any project THA is paying for through contracts.
- We will set clear expectations for ourselves and THA's customers about the scope of supportive services THA will provide or coordinate to provide. We will set clear expectations for ourselves and partners to deliver these services well.
- We will regularly assess the effectiveness and equity of our programs and make modifications, as necessary. This will include regularly seeking input from THA's customers and community.

Strategy 2: Focus on THA being as excellent place to work.

- Use the Diversity, Equity, Inclusion, and Belonging landscape assessment to ask staff what will make THA an excellent place to work. Incorporate ideas into THA's culture and structure.
- Attract and retain staff with diverse backgrounds and lived experience, including hiring THA customers.
- Ensure that every person working at THA understands how their job contributes to organizational goals.
- Create telework policies that meet the needs of THA's customers and staff.
- Maintain strong union partnerships.
- Design and implement a new performance management and staff retention system.
- Regularly conduct compensation reviews and when necessary, make salary adjustments.
- Create fair and equitable systems for setting salaries for new hires and promoted employees.

Strategy 3: Focus on being a strong community partner

- Centering those historically and systemically marginalized, THA will understand the needs of the community and determine where it fits in meeting that need. THA's focus will be on how housing can support community priorities and investments.

- THA will understand the landscape of work that is being done throughout the community to benefit Tacomans with low incomes. Some examples of collaborative work THA will participate in in the community include:
 - Tacoma Affordable Housing Consortium
 - City of Tacoma Anchor Communities
 - Foundation for Tacoma Students 2030 Reset
 - Pierce County Affordable Housing Task Force
 - Tacoma Workforce Investment and Opportunity system through WorkSource
- THA will integrate into and leverage existing and developing systems.

Goals for next 100 days

We set priorities with the Board in September 2021. We have already achieved a few goals we set to accomplish October through December 2021:

- *Began implementing the cyber security policies/procedures/practices*
- *Launched the Business Process Improvement Project*
- *Went live with the new THA website*
- *Made a recommendation about a new software system for the agency*

The priorities that we will drive to achieve in the next 100 days (*November 1 to February 9, 2022*) include:

- Create enough space in our work to allow people to enjoy the upcoming agency holidays.
- Complete an agency reorganization that clarifies roles and responsibilities and increases efficiency across the agency.
- Post vacant leadership positions. (Not all will be posted at the same time since some positions will report to others)
- Select a Diversity, Equity and Inclusion consultant and complete the first phase of work outlined in the RFP.
- Fully implement the vaccine policy.
- Fully implement the cyber security policies/procedures/practices.
- Make a recommendation about the DOC-CHAP set aside.

- Formalize THA's acquisition and development process.
- Update the 3-year financial forecasting tool.
- Award at least 50 new PBV-VASH, PBV or PBS into existing housing immediately available to households exiting homelessness.
- Acquire one new residential property.
- Create a THA reopening plan and finalize a Telework policy.



Tacoma Housing Authority

TACOMA HOUSING AUTHORITY OPENING LOW-INCOME HOUSING WAITLIST FOR HOUSEHOLDS OF NINE OR TEN ON NOVEMBER 15TH

This is the first time THA has opened their waitlist in two years

TACOMA, WA - November 5, 2021—The Tacoma Housing Authority (THA) will open their low-income housing waitlist for eligible households of nine or ten people on Monday, November 15th, through Friday December 3rd. This will be the first time THA has opened the waitlist since 2019. Households of nine or ten that meet the income eligibility requirements are encouraged to apply. If selected for the waitlist, eligible households may receive an offer to lease a unit at a THA-owned property or receive a Housing Opportunity Program (HOP) voucher. THA aims to serve eligible households within 2 years, but the wait time may be longer.

“For the first time in two years, we are excited to reopen our waitlist and bring much needed housing help to new and eligible households,” said Executive Director April Black. “Although we currently have hundreds of smaller households patiently waiting their turn on our waitlist, we anticipate openings at our larger units over the next two years. These units can accommodate households of nine or ten people, households which face many difficulties finding and securing affordable housing in the competitive region of Western Washington.”

Due to the ongoing coronavirus pandemic, applicants will not have the option of applying in-person at THA’s main office. Instead, interested households may apply online at www.tacomahousing.org/waitlist. Alternatively, households can call (253) 448-2738 9 AM to 4 PM, Monday through Friday, to apply over the phone. Households must apply between 8 AM Monday, November 15th and 5 PM, Friday, December 3rd, 2021, to be considered for the waitlist.

For those interested in applying for the waitlist, THA has created a helpful FAQ page, www.tacomahousing.org/waitlistfaq. For additional information or assistance navigating the application process, applicants are encouraged to email waitlist@tacomahousing.org.

About Tacoma Housing Authority

Established in 1940, Tacoma Housing Authority provides high-quality, stable and sustainable housing and supportive services to people in need. It does this in ways that help them prosper

and help our communities develop equitably. THA develops and manages real estate and provides rental housing. In partnership with thousands of private landlords, it helps families pay the rent in the private rental market. It delivers supportive services to help families succeed as “tenants, parents, students, wage earners and builders of assets who can live without assistance.” THA seeks to do its work in ways that help our community be an “attractive place to live, work, attend school, shop and play,” and that help Tacoma be “safe, vibrant, prosperous, attractive and just.” Learn more at www.tacomahousing.net

###

Media Contacts

Nick Tolley
Tacoma Housing Authority
Communications Manager
ntolley@tacomahousing.org



TACOMA HOUSING AUTHORITY

**ADMINISTRATION
REPORTS**



TACOMA HOUSING AUTHORITY

FINANCE



TACOMA HOUSING AUTHORITY

Motion

Adopt a consent motion ratifying the payment of cash disbursements totaling \$5,867,638 for the month of October 2021.

Approved: November 10, 2021

Stanley Rumbaugh, Chair

TACOMA HOUSING AUTHORITY
Cash Disbursements for the month of October 2021

		Check Numbers		Amount	Totals
		From	To		
A/P Checking Accounts					
Accounts Payable Checks	Check #'s	95,198	- 95,276		
Accounts Payable ACHs	ACHs	842	- 911		
Business Support Center				334,505	Program Support
Moving To Work Support Center				160,497	
Moving To Work Buildings (used by Support Center)				310,263	
Tax Credit Program Support Center				57,065	
Section 8 Programs				57,122	Section 8 Operations
KeyBank Building				1,769	Properties
Salishan 7				27,681	
Alberta J Canada Bldg				163	
THDG - General				8,976	THDG
Saravida Building				45,000	Development
James Center				631	
Court F (HT 1800 Block)				28	
Hillsdale Heights				53,988	
Bus Development Activity				10,417	Client Support
CS General Business Activities				8,128	
CSA Program - Business Activities				278	
Department of Commerce Funding for Crisis Residential Center				70,537	
Community Services MTW Fund				3,124	
Education Private Grants (Gates, etc.)				4,520	Public Housing
AMP 6 - Scattered Sites				4,950	
AMP 9 - HT 1500 - Subsidy				673	
THA SUBTOTAL				1,160,312	
Hillside Terrace 2 & 1500				9,615	Tax Credit Projects - Reimbursable
Bay Terrace I & II & Community Facility				18,361	
Arlington Youth Campus				10,763	
Court F (The Rise)				6,991	
Renew Tacoma Housing				51,969	
Salishan 1 - Salishan 6				20,134	
TAX CREDIT SUBTOTAL (Operations & Development - billable)				117,832	1,278,145
Section 8 Checking Account (HAP Payments)					
SRO/HCV/VASH/FUP/NED	Check #'s	484,961	- 485,052	140,858	
	ACHs	11,475	- 12,391	3,608,581	\$ 3,749,439
Payroll & Payroll Fees - ADP					\$ 840,054
TOTAL DISBURSEMENTS					\$ 5,867,638

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		September-21				Thru 12/31/2021		
		CURRENT QTR ACTUAL	YEAR TO DATE ACTUAL	BUDGETED YTD	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
OPERATING RECEIPTS								
1	HUD grant - Section 8 HAP reimbursement	15,208,254	38,986,773	42,613,805	-8.51%	52,293,363	56,818,406	-7.96%
2	HUD grant - Section 8 Admin fee earned	1,546,566	3,867,562	3,518,228	9.93%	5,030,940	4,690,970	7.25%
3	HUD grant - Community Services	132,843	173,599	183,497	-5.39%	244,662	244,662	0.00%
4	HUD grant - Public Housing subsidy	2,076	26,914	30,000	-10.29%	35,885	40,000	-10.29%
5	HUD grant - Capital Fund Operating Revenue	0	0	375,075	-100.00%	500,100	500,100	0.00%
6	Other Government grants	232,211	1,072,264	1,620,717	-33.84%	2,181,788	2,160,956	0.96%
7	Tenant Revenue - Dwelling rent	694,388	2,060,089	2,023,546	1.81%	2,746,785	2,698,061	1.81%
8	Tenant Revenue - Other	32,892	100,473	113,625	-11.57%	133,964	151,500	-11.57%
9	Management Fee Income	721,562	2,106,770	2,209,256	-4.64%	2,809,027	2,945,674	-4.64%
10	Other Revenue	1,127,035	2,737,036	2,620,625	4.44%	3,599,381	3,494,166	3.01%
11	Other Revenue- Developer Fee Income	0	0	2,011,950	-100.00%	2,682,600	2,682,600	0.00%
12	Other Revenue - T/C Waterfall Payments	0	1,836,971	1,443,000	27.30%	1,847,795	1,924,000	-3.96%
13	Investment income	17,992	50,975	42,113	21.04%	67,967	56,150	21.04%
14	TOTAL OPERATING RECEIPTS	19,715,818	53,019,426	58,805,434	-9.84%	74,174,257	78,407,245	-5.40%
OPERATING EXPENDITURES								
Administrative Expenses								
15	Administrative Salaries	1,855,801	5,668,047	6,813,820	-16.82%	7,802,219	9,085,093	-14.12%
16	Administrative Personnel - Benefits	618,620	1,926,226	2,650,158	-27.32%	2,637,639	3,533,544	-25.35%
17	Audit Fees	30,232	30,232	54,278	-44.30%	72,370	72,370	0.00%
18	Management Fees	125,754	323,160	393,119	-17.80%	474,065	524,158	-9.56%
19	Office Expense	448,711	1,117,688	1,329,890	-15.96%	1,566,399	1,773,187	-11.66%
20	Legal	84,810	277,502	194,738	42.50%	362,312	259,650	39.54%
21	Travel/Training	2,290	2,683	205,196	-98.69%	78,578	273,594	-71.28%
22	Other administrative expenses	491,800	1,499,574	1,742,764	-13.95%	1,999,432	2,323,685	-13.95%
23	Due diligence - Perspective Development	112,092	186,846	750,000	-75.09%	300,000	1,000,000	-70.00%
24	Contingency	0	0	131,250	-100.00%	0	175,000	-100.00%
25	Total Administrative Expenses	3,770,111	11,031,958	14,265,211	-22.67%	15,293,014	19,020,281	-19.60%

**TACOMA HOUSING AUTHORITY
AGENCY WIDE**

		September-21				Thru 12/31/2021		
		CURRENT MTH ACTUAL	YEAR TO DATE ACTUAL	BUDGETED	VARIANCE	PROJECTED ACTUAL	BUDGETED	VARIANCE
	Tenant Service							
26	Tenant Service - Salaries	302,315	937,714	1,183,840	-20.79%	1,300,285	1,578,453	-17.62%
27	Tenant Service Personnel - Benefits	112,684	347,531	492,564	-29.44%	483,374	656,752	-26.40%
28	Relocation Costs	0	35,712	1,995	1690.08%	42,616	2,660	1502.11%
29	Tenant Service - Other	296,935	1,222,537	2,091,624	-41.55%	2,480,049	2,788,832	-11.07%
30	Total Tenant Services	711,934	2,543,493	3,770,023	-32.53%	4,306,325	5,026,697	-14.33%
	Utilities							
31	Total Project Utilities	91,972	310,104	308,590	0.49%	453,472	411,453	10.21%
	Ordinary Maintenance & Operations	0						
32	Maintenance Salaries	84,007	258,101	161,534	59.78%	344,135	215,378	59.78%
33	Maintenance Personnel - Benefits	25,811	84,863	72,651	16.81%	113,150	96,868	16.81%
34	Maintenance Materials	38,641	88,408	110,303	-19.85%	117,878	147,070	-19.85%
35	Contract Maintenance	132,944	364,656	418,142	-12.79%	486,208	557,522	-12.79%
36	Total Routine Maintenance	281,404	796,028	762,629	4.38%	1,061,371	1,016,838	4.38%
	General Expenses							
37	Protective Services	14,744	36,460	61,800	-41.00%	52,613	82,400	-36.15%
38	Insurance	65,950	191,238	212,026	-9.80%	254,984	282,701	-9.80%
39	Other General Expense	199,491	569,221	287,243	98.17%	620,362	382,990	61.98%
40	Interest Expense	138,093	403,668	389,850	3.54%	538,224	519,800	3.54%
41	Total General Expenses	418,278	1,200,587	950,918	26.26%	1,466,183	1,267,891	15.64%
42	TOTAL OPERATING EXPENSES	\$ 5,273,698	\$ 15,882,170	\$ 20,057,370		\$ 22,580,364	\$ 26,743,160	
	Nonroutine Expenditures							
43	Ext. Maint/Fac Imp/Casualty Loss	0	0	38,325	-100.00%	25,550	51,100	-50.00%
44	Sec 8 HAP Payments	11,310,220	33,709,171	36,666,580	-8.07%	45,534,841	48,888,773	-6.86%
45	Total Nonroutine Expenditures	11,310,220	33,709,171	36,704,905	-8.16%	45,560,391	48,939,873	-6.91%
46	TOTAL EXPENDITURES	16,583,918	49,591,341	56,762,275	-12.63%	68,140,755	75,683,033	-9.97%
47	OPERATING SURPLUS/(DEFICIT)	3,131,901	3,428,085	2,043,159	67.78%	6,033,503	2,724,212	121.48%
48	Debt Service Principal Pymt/Loan Payoffs	(731,020)	(775,581)	(1,389,366)	-44.18%	(1,852,488)	(1,852,488)	0
49	Surplus/Deficit Before Reserve Appropriations	2,400,881	2,652,504	653,793	305.71%	4,181,015	871,724	379.63%
50	Reserve Appropriations - Operations	0	0	0		0	0	
51	Surplus/Deficit Before Captial Expenditures	2,400,881	2,652,504	653,793		4,181,015	871,724	
52	Capitalized Items/Development Projects	(640,488)	(1,040,755)	(7,368,750)	-85.88%	(4,001,945)	(9,825,000)	-59.27%
53	Reserve for Replacement	(43,163)	(129,490)	(129,490)	0.00%	(172,653)	(172,653)	0.00%
54	Revenue - Capital Grants/Sale of Property	625,000	625,000	1,218,750	-48.72%	625,000	1,625,000	-61.54%
55	Reserve Appropriations - Capital	0	0	5,812,500	-100.00%	2,000,000	7,750,000	-74.19%
56	THA SURPLUS/(DEFICIT)	2,385,392	2,107,259	186,803		2,631,417	249,071	

TACOMA HOUSING AUTHORITY

CASH POSITION - September 2021

Account Name	Current Balance	Interest
HERITAGE BANK		
Accounts Payable	4,464,610	0.27%
Section 8 Checking	7,753,711	0.27%
THA Affordable Housing Proceeds-Salishan	1,972,536	0.27%
THA Scattered Sites Proceeds	5,888,389	0.27%
FSS Escrows	220,236	0.27%
CSA Escrows	123,392	0.27%
Note Fund Account	103	0.27%
Key Bank Security Deposits	1,053	0.27%
THA Investment Pool	337	0.27%
THDG - Tacoma Housing Development Group	1,137,508	0.27%
Salishan 7 Operations	1,694,550	0.27%
Salishan 7 Security Deposit	28,961	0.27%
Salishan 7 Replacement Reserve	478,099	0.27%
Salishan 7 Operating Reserve	203,721	0.27%
Highland Crest Operations	1,493,998	0.27%
Highland Crest Replacement Reserve	303,746	0.27%
Highland Crest Security Deposit	41,268	0.27%
Outrigger Operations	616,473	0.27%
Outrigger Replacement Reserve	240,743	0.27%
Outrigger Security Deposit	24,944	0.27%
Prairie Oaks Operations	217,221	0.27%
Prairie Oaks Replacement Reserve	37,526	0.27%
Prairie Oaks Security Deposit	6,653	0.27%
Payroll Account	5,255	0.27%
HOME STREET BANK		
James Center North Operations	985,125	0.00%
James Center North Security Deposit	63,049	0.00%
WASHINGTON STATE		
Investment Pool	\$ 1,525,974	0.09%
1. TOTAL THA CASH BALANCE	\$ 29,529,181	
Less:		
2. Total MTW Cash Balance	\$ 2,183,119	
Less Minimum Operating Reserves		
2.01 Public Housing AMP Reserves (4 months Operating Exp.)		
2.02 S8 Admin Reserves (3 months Operating Exp.)	726,000	
2.09 Less Total Minimum Operating Reserves	\$ 726,000	
2.1. MTW Cash Available (Lines 2-2.09)	\$ 1,457,119	
3. MTW Cash Held By HUD	\$ 8,726,166	
4. Non MTW Cash Restrictions/Obligations		
4.1 Non MTW Operational Restrictions		
4.10 HUD Restricted - Lot and Property Sales	\$ 7,860,926	
4.101 Area 2B Sales Proceeds (Afford Hsg)	1,972,536	
4.102 Scattered Sites Proceeds (Afford Hsg)	5,888,389	
4.20 THA Property Accounts Reserved	\$ 2,680,376	
4.201 Security Deposit Accounts	165,927	
4.202 Highland Crest Operations Reserves	320,000	
4.203 Highland Crest Replacement Reserves	303,746	
4.204 James Center North Operations Reserves	230,000	
4.205 James Center North Capital	262,935	
4.206 Outrigger Operations Reserve	150,000	
4.207 Outrigger Replacement Reserves	240,743	
4.208 Prairie Oaks Operations Reserves	77,000	

TACOMA HOUSING AUTHORITY				
CASH POSITION - September 2021				
4.209	Prairie Oaks Replacement Reserves		77,526	
4.210	Salishan 7 Operations Reserves		374,400	
4.211	Salishan 7 Replacement Reserves		478,099	
4.30	Rental Assistance Reserves		\$	1,341,929
4.301	Mod Rehab Operating Reserves		107,573	
4.302	VASH, FUP, NED, EHV & MAIN HAP Reserves		973,980	
4.303	FSS Escrows		260,376	
4.40	Prepaid Grants		\$	2,670,597
4.401	TPS Interlocal (CS-2017-011)		241,073	
4.402	UWPC - Strong Families (CS-2018-003)		4,310	
4.403	Balmer Foundation - Education Prog (CS-2020-005)		539,312	
4.404	College Spark (PI-2018-005)		67,352	
4.405	GTCF Grant (PI-2019-005)		250,579	
4.406	Gates - THA Education Program (PI-2020-006)		163,143	
4.407	Kresge Foundation - CHAP Program (RA-2019-009)		217,321	
4.408	Ballmer Foundation - COVID Rent Assist (RA-2020-003)		50,000	
4.409	THDG		1,137,508	
4.60	Total - Non MTW Cash Restrictions (4.10+4.20+4.30+4.40+4.50)		\$	14,553,829
4.70	Agency Contracted or Budgeted Commitments Remaining		\$	-
			-	
			-	
4.99	Total Non MTW Cash Restrictions/Obligations (Lines 4.60+4.70)		\$	14,553,829
5.	THA UNENCUMBERED (Non-MTW) CASH (Lines 1-2-4.99)		\$	12,792,234
6.	Development Advances - Project Reimbursement upon closing/draw		\$	-
6.01	Arlington Youth Housing		-	
6.02	Court F LLLP (1800 Block)		-	



TACOMA HOUSING AUTHORITY

NEW BUSINESS

Resolution 1



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-11-10 (1)

Date: November 10, 2021

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Amendment # 1 to LaVonne Dorsey & Associates Contract for Human Resource Leadership Services

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to increase the amount of the contract with LaVonne Dorsey & Associates for Human Resources Leadership.

Background

On October 7, 2021, THA signed a contract with LaVonne Dorsey & Associates for Human Resources (HR) Leadership Services. The original contract maximum amount was \$72,000. The contract was executed using the small works roster. In reviewing the budget and work to be completed under the contract, we had intended to bill a portion of the contract to a budget line item "Diversity, Equity, and Inclusion" that had been previously approved by the Board of Commissioners.

Work being completed under this contract includes:

- Driving THA's recruitment strategies. This includes refining THA's recruitment processes to seek diverse pools of candidates, improving the THA interviewing and onboarding processes, and successfully hiring highly qualified candidates with a diversity of backgrounds;
- Leading the Human Resource Director recruitment process;
- Implementing the COVID-19 vaccine mandate;
- Facilitating and monitoring the effectiveness of Employee Relations training tools for operational management.

This contract now needs to be increased to account for additional work to support the Human

Resource Department while we search for a new Human Resources Director and support a department consisting of all new staff. The contract maximum amount will be increased to \$125,000.

Recommendation

Authorize THA's Executive Director to increase the contract maximum amount with LaVonne Dorsey & Associates by \$53,000 for a total contract maximum amount of \$125,000.

RESOLUTION 2021-11-10 (1)
(Amendment #1 to LaVonne Dorsey & Associates Contract for Human Resource Leadership Services)

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

WHEREAS, On October 7, 2021, THA used its small works roster to sign a contract with LaVonne Dorsey & Associates for Human Resources (HR) Leadership Services. The original contract maximum amount was \$72,000; and

WHEREAS, This contract requires an increase due to the unexpected workload to support the Human Resource Department while we search for a new Human Resources Director and support a department consisting of all new staff; and

WHEREAS The contract maximum amount shall be increased to \$125,000; now, therefore, be it

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

THA's Executive Director is authorized to increase the contract with LaVonne Dorsey & Associates by \$53,000 for a contract maximum amount of \$125,000.

Approved: November 10, 2021

Stanley Rumbaugh, Cha

Resolution 2



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-11-10 (2)

Date: November 10, 2021

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Diversity, Equity, and Inclusion and Human Resources Consulting Spending Authority

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to increase spending in excess of what was budgeted related to Diversity, Equity and Inclusion (DEI) work and Human Resource (HR) Consulting.

Background

The current 2021 budget has \$50,000 for Diversity, Equity and Inclusion (DEI) Consulting. That line was intended to fund the DEI consultant we plan to bring on later this month. Those funds have also been used to fund the DEI work within our Human Resources department, explained in THA resolution 2021-11-10 (1).

I seek your approval to spend an additional \$125,000 on DEI and HR consulting services. Additional expenses for this work will be included in the 2022 proposed budget.

Related to the Diversity, Equity, Inclusion, and Belonging contract, an internal staff committee has reviewed 20 proposals and interviewed the top three respondents. The top three respondents were:

- LaVonne Dorsey & Associates
- Baker Consulting
- The Lindsay Group

As of the time this resolution was prepared, the internal staff committee was still deliberating about the proposals and close to making a recommendation. The Board does not need to approve this contract, but we will share the recommendation and reasons for the recommendation at the November board meeting, prior to executing a contract.

Recommendation

Authorize THA's Executive Director to spend an additional \$125,000 on Diversity, Equity, Inclusion, and Belonging and HR Consulting.



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-11-10 (2) (DEI and HR Consulting spending authority)

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

WHEREAS, The current 2021 budget has a line item of \$50,000 for Diversity, Equity and Inclusion (DEI) Consulting.; and

WHEREAS, This line item has been used for DEI work within THA's Human Resources Department and will need to be used for agency-wide Diversity, Equity, Inclusion and Belonging (DEIB) work; and

WHEREAS, This line item needs to be renamed to "DEIB and HR Consulting" and increased from \$50,000 to \$175,000; now, therefore, be it

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

THA's Executive Director is authorized to rename budget line item "Diversity, Equity and Inclusion" to "DEIB and HR Consulting" and increase the line item from \$50,000 to \$175,000.

Approved: November 10, 2021

Stanley Rumbaugh, Chair

Resolution 3



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-11-10 (3)

Date: November 10, 2021
To: THA Board of Commissioners
From: April Black
Executive Director
Re: COVID-19 Vaccination Policy

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to implement the COVID-19 Vaccination Policy.

Background and Recommendations

Federal and State regulations require our agency to create and maintain a safe work environment. As the COVID-19 pandemic rages, THA has taken measures to keep staff and their families safe during this difficult time. Our overall goal is to be able to allow our employees to return to the offices and worksites to perform their duties. After consultation with the Tacoma -Pierce County health Department, the Leadership team determined that requiring COVID-19 vaccinations would greatly improve the safety of our employees when they return from full-time teleworking.

While COVID-19 vaccines were developed rapidly, all steps have been taken to ensure their safety and effectiveness. They went through all the required stages of clinical trials. Extensive testing and monitoring have shown that these vaccines are safe and effective.

COVID-19 vaccines are effective and were developed using science that has been around for decades. They can keep employees from getting and spreading the virus that causes COVID-19.

COVID-19 vaccines have received and continue to undergo the most intensive safety monitoring in U.S. history.

COVID-19 vaccines also help keep our employees from getting seriously ill even if they do contract COVID-19.

Our employees do important work. We need them performing their jobs and feeling safe when they need to come into the office. Getting vaccinated will help everyone protect people around them, particularly people at increased risk for severe illness from COVID-19

Recommendation

Authorize THA's Executive Director to implement the COVID-19 Vaccination Policy.



TACOMA HOUSING AUTHORITY

RESOLUTION 2021-11-10 (3) (COVID-19 Vaccination Policy)

WHEREAS, during the pandemic, following state guidelines and for the safety of all employees, the agency has required many employees to telework. The agency now wants to give our employees the safest environment to return to the offices when the offices and worksites re-open; and

WHEREAS, the policy and accompanying documents have been shared and negotiated with both unions who support the mandatory vaccination; now, therefore, be it

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

THA's Executive Director is authorized to implement the COVID-19 Vaccination Policy for all employees, Commissioners, and contractors on our sites.

Approved: November 10, 2021

Stanley Rumbaugh, Chair



COVID-19 Vaccination Policy

Effective Date: November 15, 2021

1. Purpose

In accordance with Tacoma Housing Authority's (THA) responsibility to provide and maintain a safe workplace, THA is instating a COVID-19 vaccination requirement to safeguard the health of our employees and their families; our clients; residents; guests; and the community at large.

The context for this policy is a deadly surge in the transmission and contraction of COVID-19, primarily by and among unvaccinated individuals, and the implementation of vaccination requirements by the Federal government, Washington State, and Tacoma-Pierce County Health Department.

THA acknowledges that some staff may have concerns about the vaccine. We offer opportunities and resources to support fact-based decision-making. The COVID-19 vaccines have been scientifically proven to be safe and highly effective at reducing serious illness and death within the workplace and the greater community. Staff are encouraged to speak with their medical provider or trusted medical and scientific experts for questions or concerns. Useful information about the vaccine can be found on the Tacoma-Pierce County Health Department website.

We respect those staff seeking medical or religious exemptions, and those who have been determined to qualify for such exemptions shall continue employment with THA. Regardless of exemption status, absent individual circumstances supporting a specific reasonable accommodation, no unvaccinated employee may report to a THA worksite after the Required Vaccination Date set in this policy.

2. Scope

This policy applies to all Tacoma Housing Authority employees, Board members, temporary hires and temporary workers assigned to THA from employment agencies or labor partners.

This policy also applies to all THA contracts where workers are required to be on a THA property.

This policy does not apply to THA tenants or customers.

3. Responsibility

3.1. *Human Resources* will be responsible for administering this policy and the exemption process.

3.2. *Employees* are responsible for reporting their vaccination status to Human Resources as described in the Reporting Requirement section of the policy by the January 14, 2022 Required Vaccination Date deadline.

4. Policy Details

On August 27, 2021, THA informed staff of the intent to institute this policy. This policy will remain in effect for the duration of the COVID-19 pandemic or until it is determined that it is no longer needed based on the threat of the virus and public health guidance. Any policy updates will be shared, in advance, with any labor union representing THA employees. The Tacoma Housing Authority will continue to follow applicable laws and public health guidance, and staff must continue to adhere to THA's COVID-19 protocols and policies as required.

All staff must be fully vaccinated or have approved accommodation exemption by January 14, 2022 (the "Required Vaccination Date").

4.1. **Definition of "vaccinated"**

As a condition of employment, all current and future THA employees, both regular and temporary, and other workers and Board members as mentioned above, must have completed a full vaccination cycle with a U.S. FDA-authorizedⁱ COVID-19 vaccine and provide documentation proving their fully vaccinated status to THA by January 14, 2022, if hired on or before that date. For those hired after January 14, 2022, they must provide documentation proving their fully vaccinated status on their first day of employment.

Employees are considered fully vaccinated using the following standards:

- Two weeks after the second dose of the Pfizer and Moderna vaccines, OR
- Two weeks after the single the dose Johnson & Johnson vaccine.

If an employee does not meet these requirements, that employee is NOT fully vaccinated in accordance with this policy.

COVID-19 testing is not an allowed alternative.

Antibody testing is not an allowed alternative.

4.2. Time Away from Work for Vaccination(s)

Employees must present an original or copy of a Centers for Disease Control and Prevention (CDC) vaccination card or similar documentation to establish vaccine status. As of October 1, 2021, THA will allow one day of paid leave, per dose, to employees with a vaccine appointment scheduled during their normal work hours. This benefit will expire on January 14, 2022. If an employee demonstrates that they used THA paid leave to receive their vaccination, they will be credited any leave used for such purpose. If FFCRA leave was used to obtain a vaccination, no credit will be available.

4.3. Time Off for Reactions to Vaccine(s)

If an employee has an adverse reaction to a vaccination, they will be allowed 1 day of paid leave. If additional leave is required, the employee may use their accrued leave or leave without pay. If an employee demonstrates that they used THA paid leave following receiving their vaccination due to an adverse reaction, they will be credited with any leave used for such purpose (up to one work shift). If FFCRA leave was used while recovering from an adverse reaction, no credit will be available.

4.4. Documentation

Acceptable proof of vaccination includes one of the following:

- CDC COVID-19 Vaccination Record Card or photo of the card.
- Documentation of vaccination from a health care provider or electronic health record.
- State Immunization Information System record.
- WA State Certificate of COVID-19 Vaccination from MyIRmobile.com

Personal attestation is not an acceptable form of verification.

If documentation submitted by an employee is later found to be false, the employee will be subject to discipline up to and including termination.

Employer will treat employee medical information or any such vaccination record or documentation as confidential for retention purposes and will be treated as a confidential medical record.

4.4.1 New Hires

New hires and temporary workers hired after November 15, 2021, must submit their proof of vaccination to Human Resources after an employment offer/assignment and before their first day of employment. Absent a qualifying religious or medical exemption, THA will rescind any employment offers or placements if we do not receive proof of fully vaccinated status at the time employment is scheduled to begin. If a new hire has had one vaccination and is scheduled for a second shot, THA may delay the start date or may rescind the offer.

4.4.2 Staff on Approved Leave of Absence

Unvaccinated workers who are on an approved leave of absence before January 14, 2022, will be required to show proof of fully vaccinated status before returning to work. If they need more time to complete the cycle, they will need to use their accrued leave or take leave without pay.

4.5 Exemption and Accommodation Requests

In accordance with all Federal, State and local rules and regulations, THA recognizes that there may be certain circumstances preventing an employee from receiving the COVID-19 vaccine consistent with this policy.

Employees, Board members, contract staff and volunteers in need of an exemption from this Policy due to a medical reason, or in consideration of a sincerely held religious belief, must submit a completed Religious or Medical Exemption Application form to Human Resources to begin the interactive accommodation process by COB Friday, December 3rd. Accommodation for medical reasons may be granted where they are required by law and do not pose a direct threat to the health and safety of others, including THA's clients.

Accommodations for religious beliefs may be granted where they do not impose an undue burden on THA, including its ability to provide a safe work environment for employees and reduce the risk to the public we serve.

THA's receipt of an accommodation request does not automatically excuse an employee from the requirements of this policy. Rather, consistent with Federal and State law, THA will consider accommodation requests on a case-by-case basis and will engage in further communications with employee, and any physicians, medical providers, and/or religious personnel as needed to fully evaluate any request.

Regardless of whether an accommodation is approved, absent unusual individual circumstances supporting a specific reasonable accommodation, no unvaccinated employee may report to a THA worksite after the Required Vaccination Date set in this policy.

4.6 Consequences of Non-Compliance with this Policy

Barring a qualifying medical or religious exemption, regular and project benefit eligible employees who fail to provide the required documentation by January 14, 2022, will be placed on paid administrative leave for thirty (30) calendar days. THA will separate employment at the end of the thirty-day period. Employment separation will be non-disciplinary and affected employees will be deemed eligible for a competitive rehire if they 1) otherwise left in good standing and 2) provide proof they meet the vaccination requirement. The Human Resources department will notify separating employees of options for continuation of healthcare or other benefits.

Regular and project benefit eligible employees who choose to voluntarily separate employment sooner than January 14, 2022, due to the vaccine requirement will also be eligible for thirty days of paid administrative leave. Employees must include vaccination as the reason for separation in their notice of intent to separate.

Trainees and temporary employees are not eligible for paid leave and will be separated from employment on January 14, 2022 if they do not meet the vaccination requirement.

Employees placed on administrative leave due to non-compliance with this policy will not be eligible for reinstatement into their current position.

ⁱ The FDA makes a distinction - Authorized for Emergency Use (EAU) (Moderna & JJ) and FDA-Approved (Pfizer). <https://www.fda.gov/emergency-preparedness-and-response/coronavirus-disease-2019-covid-19/covid-19-vaccines>