



RESOLUTION 2024-09-25 (1)

Date: September 25, 2024

To: THA Board of Commissioners

From: April Black
Executive Director

Re: Approval of THA's 2025 Moving to Work Plan

This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to submit THA's 2025 Moving to Work (MTW) Plan.

BACKGROUND

In accordance with its MTW agreement, THA must submit an annual MTW Plan to the Department of Housing and Urban Development (HUD). The Plan describes how THA will apply MTW in the next fiscal year, including its existing activities, any changes to existing activities, and new applications of this federal regulatory flexibility.

Each year, THA may propose new MTW activities intended to meet the statutory objectives of the MTW program:

1. Reduce costs and achieve greater cost effectiveness;
2. Increase economic independence and self-sufficiency among the families served; and
3. Increase housing choices for low-income households.

MTW activities are best described as new policies or programs THA wishes to implement that require waiving HUD regulations.

2025 MTW PLAN

No new activities are being proposed in the 2025 MTW Plan. THA proposed and received approval for two new activities in the 2024 MTW Plan which THA is currently implementing.

While no new activities are being proposed in the 2025 Plan, THA will continue to utilize its existing activities which have been approved in previous plan years. These regulatory allowances are critical for our agency to operate innovatively. For example, THA's MTW-approved activities allow us to streamline our administrative functions (e.g., biennial, and triennial certifications, local PBV program, local inspections policy), provide more flexibility and navigation support to households (e.g., local FSS program, and Rental Success Initiative), and maximize our funding for creating and preserving affordable housing in Tacoma (e.g., Property-Based Subsidies). In the 2025 MTW Plan, THA makes clear to HUD which of its previously approved MTW regulatory flexibilities THA still intends to utilize, even after the implementation deadline for certain HOTMA final rule regulations.

THA's MTW single fund flexibility continues to play an invaluable role. In 2025, THA will continue using our single fund flexibility to support THA's local, non-traditional housing, explore changes to existing programs and initiatives, make necessary technological enhancements that benefit the organization and its residents, and support THA's housing and employment-related services to keep families housed.

More details can be found in the appended 2025 MTW Plan.

RECOMMENDATION

Approve Resolution 2024-09-25 (1) authorizing the Executive Director to submit the Housing Authority of the City of Tacoma's Fiscal Year 2025 Moving to Work (MTW) Plan.



**Tacoma
Housing
Authority**

**Executive Director
April Black**

**RESOLUTION 2024-09-25 (1)
Certifications of Compliance**

**Annual Moving to Work Plan Certifications of Compliance
U.S. Department of Housing and Urban Development
Office of Public and Indian Housing**

**Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual
Moving to Work Plan**

Begins on next page.

CERTIFICATIONS OF COMPLIANCE**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT****OFFICE OF PUBLIC AND INDIAN HOUSING****Certifications of Compliance with Regulations:****Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chair or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (01/01/2025), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964 (42 USC 2000d-1), the Fair Housing Act (42 USC 3601 et seq.), section 504 of the Rehabilitation Act of 1973 (29 USC 794), title II of the Americans with Disabilities Act of 1990 (42 USC 12131 et seq.), the Violence Against Women Act (34 USC 12291 et seq.), all regulations implementing these authorities; and other applicable Federal, State, and local fair housing and civil rights laws.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a signed certification by the appropriate State or local official (form HUD-50077-SL) that the Plan is consistent with the applicable Consolidated Plan, which includes any applicable fair housing goals or strategies, for the PHA's jurisdiction and a description of the way the PHA Plan is consistent with the applicable Consolidated Plan (24 CFR §§ 91.2, 91.225, 91.325, and 91.425).
- (7) The MTW PHA will affirmatively further fair housing in compliance with the Fair Housing Act, 24 CFR 5.150 et. seq, 24 CFR 903.7(o), and 24 CFR 903.15, which means that it will take meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. Specifically, affirmatively furthering fair housing requires meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially or ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws (24 CFR 5.151). The MTW PHA certifies that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975 and HUD's implementing regulations at 24 C.F.R. Part 146.
- (9) In accordance with the Fair Housing Act and Act's prohibition on sex discrimination, which includes sexual orientation and gender identity, and 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not base a determination of eligibility for housing based on actual or perceived sexual orientation, gender identity, or marital status and will not otherwise discriminate because of sex (including sexual orientation and gender identity), will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 75.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment, 31 U.S.C. § 1352.
- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 2 CFR 200.334 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of 2 CFR Part 225 (Cost Principles for State, Local and Indian Tribal Governments) and 2 CFR Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards), as applicable.
- (21) The MTW PHA must fulfill its responsibilities to comply with and ensure enforcement of Housing Quality Standards, as defined in 24 CFR Part 982 or as approved by HUD, for any Housing Choice Voucher units under administration.
- (22) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- (23) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA and should be made available electronically, upon request.

Housing Authority of the City of Tacoma

WA005

MTW PHA NAME

MTW PHA NUMBER/PHA CODE

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012; 31 U.S.C. §3729, 3802).

Derek Young

Chair

NAME OF AUTHORIZED OFFICIAL

TITLE

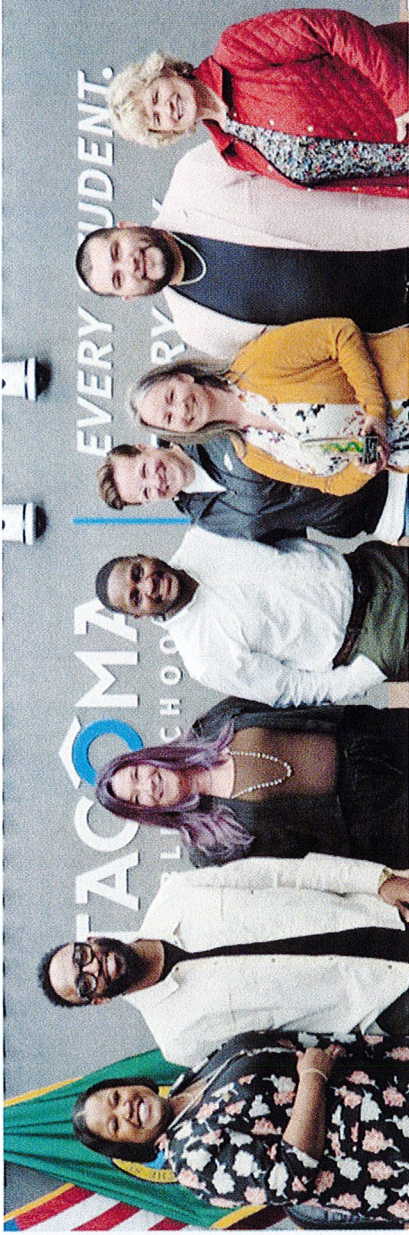
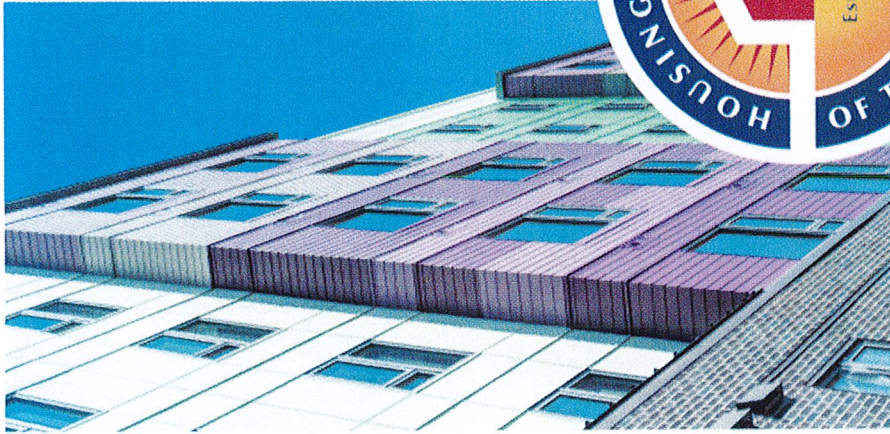


10/11/24

SIGNATURE

DATE

*** Must be signed by either the Chair or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chair or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.**



TACOMA HOUSING AUTHORITY

2025 MOVING TO WORK PLAN

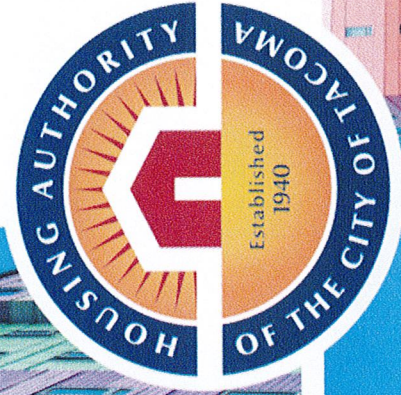


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Derek Young, Vice Chair
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Stanley Rumbaugh
Pastor Michael Purter

Tacoma Housing Authority
902 S. L Street
Tacoma, WA 98405

April Black
Executive Director
Aley Thompson
Deputy Executive Director
Ken Short
Director of Asset Management and Real Estate Development

Amber Prentice
Director of Rental Assistance
Marquis Jenkins
Director of Property Management

Cacey Hanauer
Director of Client Support and Empowerment
Adam Ydstie
Director of Policy, Improvement, and Evaluation

Lynette Scott
Interim Director of Human Resources
Rich Deitz
Director of Finance

Plan Prepared by:
Christine Nguyen
Planning and Policy Analyst



About Moving to Work (MTW)

Moving to Work (MTW) is a federal program authorized by Congress in 1996. It gives public housing authorities regulatory and funding flexibility to respond to local needs and opportunities by connecting people with low incomes to vital housing and services. Tacoma Housing Authority has participated in the Moving to Work program since 2010.

Among the advantages of MTW are that it:

- Allows more flexibility in how we spend federal funds;
- Provides ways for THA to increase housing choices for low-income families; and
- Helps us to reduce costs and achieve greater cost-effectiveness in federal expenditures.

You can view more information, including THA's MTW plans and reports, on THA's MTW webpage at: <https://www.tacomahousing.org/resources/moving-to-work/>.

THA submits two documents to the Department of Housing and Urban Development (HUD) as part of its obligations for federal planning and reporting. THA submits its annual MTW plan, a prospective planning document that covers the upcoming fiscal year's activities, which could include any new proposed activities for which THA is seeking HUD approval. THA also submits its annual MTW report, which is a retrospective report of THA's activities and accomplishments in the previous fiscal year and includes the number of households served with HUD MTW funds. The MTW plan is submitted to HUD each October, and the MTW report is submitted in March. Both documents follow the HUD Form-50900 to guide what components should be included in each section.

Section I: Introduction

The work of affordable housing is anything but simple. For Tacoma Housing in particular, we are a housing provider, development and acquisition partner, land steward, landlord, service provider, funder, and so much more. In light of the many roles we play, the purpose that drives our work, even in 2025, is clear: it's to provide high-quality affordable housing. It is also ensuring the families housed in our programs and the staff, service partners, contractors, and community stakeholders that interact with our agency are working together in community.

While there are inevitable uncertainties that come with the federal budget cycles and a tightening housing market that remains competitive, THA's focus on programs and policies that keep households stably housed while striving to remain cost-effective is a constant balance that keeps us grounded and moving forward with intentionality. One example of this intentionality is THA's investment in a new data system in 2024. After undergoing a major data conversion of our administrative system this last year—one which included an overhaul of our financial management, case management, and federal reporting system—THA staff and leadership remain energized going into 2025 to build out a robust infrastructure. THA wants to ensure our reporting and dashboard capabilities can clearly demonstrate the effectiveness of our programs and work beyond mandatory reporting requirements. Additionally, this new data system is an opportunity to engage with households and build out a customer portal that provides accessible communication and outreach to clients while allowing additional methods to stay engaged with staff.

In 2025, we will also continue to work on delivering housing resources efficiently and responsively by focusing on increasing voucher utilization and occupancy. We want to understand why households continue to choose THA's housing units and collect data to understand how we could continue to improve the management of our properties. We are also consistently striving to advance our navigation services, reduce programmatic barriers for households, and increase households leasing up in High Opportunity neighborhoods.

THA is currently on an exciting journey revisiting our long-term goals to truly hone in on our identity as an agency and continue to clarify how, among the ever-complex environment to build, acquire, deliver, and preserve affordable housing opportunities, we can best serve our clients, low-income Tacomans seeking housing, and the broader community. We are looking forward to diving into innovative projects and evaluations in 2025 that can help illuminate how our MTW flexibilities, among new, long-awaited regulations like the Housing Opportunity through Modernization Act of 2016 (HOMTA) final rule, can and should be adapted to align with where we're striving to be as an agency providing high-quality affordable housing into the future.

2025 SHORT- AND LONG-TERM GOALS & OBJECTIVES

The strategic objectives identified below advance THA's mission to provide high-quality housing and supportive services to people with low incomes, with a focus on those facing the greatest marginalization.

THA embeds principles of diversity, equity, inclusion and belonging (DEIB) in its programs, culture, and priorities. With this foundation, THA has the following focus:

FINANCIAL SUSTAINABILITY

- THA will maintain a debt-service coverage ratio of 1.3 or higher in its existing properties;
- Decrease the amount of MTW housing funds being spent on operational expenses;
- Increase unrestricted cash-flow;
- Limit expenses, including implementing strategies that help THA decrease individual line-item operating expenses, decrease the overall growth rate of expenses, reduce the number of insurance claims, and advocate for state and federal-backed insurance options;
- Ensure recurring expenses are paid with recurring income;
- Use technology solutions to automate processes and increase efficiency; and
- Receive a credit rating from Standard and Poor's (S&P) Global Ratings.

INCREASE THE AMOUNT OF AVAILABLE HOUSING FOR LOW-INCOME FAMILIES

- THA will increase the amount of affordable housing through development and partnerships;
- Increase occupancy from 95 to 98% by the end of Fiscal Year (FY) 2025;
- Increase the amount of housing that can be prioritized for voucher holders through THA acquisition and partnerships; and
- Rehabilitate and or refinance existing housing to improve the quality of life for tenants and the long-term viability of the property.

INCREASE HOUSING ACCESS & STABILITY

- THA will achieve a 98% occupancy rate or higher in THA's managed portfolio by the end of 2025;
- Ensure the percentage of families with rent burdens over 30% stays below 40% across each bedroom size;
- Help secure \$1M in public funding for housing rehabilitation of THA housing in 2025;
- Decrease the amount of MTW housing funds being spent on operational expenses;
- Increase rent collection by ensuring outreach occurs with 100% of rent arrear referrals within one week;

- Mechanize a system for measuring customer satisfaction;
- Implement Microsoft Fabric to create comprehensive data systems to improve data management and data-driven decision-making;
- Complete a scan on services provided by community organizations and compare to the services provided by THA;
- Maintain THA's MTW requirement to serve substantially the same number of customers;
- Increase pathways to homeownership;
- Increase the number of households renting in high-opportunity areas; and
- Utilize resources and tools from HUD and THA's data administrator to identify projections for lease-up, voucher success, and attrition rates.

THA WILL BE A GREAT EMPLOYER, CONTRACTOR, AND PARTNER

- THA will increase the number of THA residents and low-income applicants hired into THA jobs;
- Strive to have the racial, ethnic, and gender diversity of THA's customers be reflected in its staff and managers;
- Spend more money and/or contract with more businesses owned and operated by historically marginalized individuals;
- Increase employee access to learn about Diversity, Equity, Inclusion, and Belonging (DEIB) principles and practices through a variety of opportunities;
- Use DEIB guiding statements and decision-making tools to inform its work, including ensuring agency-wide and employee policies are updated using a DEIB-lens;
- Contribute to local and regional DEIB groups and initiatives;
- Ensure THA is a welcoming environment that fosters a culture of belonging;
- Ensure THA offices are more accessible to employees and visitors;
- Build a culture that includes the DEIB Strategic Advisor as a known and trusted resource for employees;
- Refine onboarding practices for new employees;
- Develop an agency-wide data management and use philosophy and supportive system;
- Ensure all full-time THA staff continue to earn a housing wage; and
- Ensure THA will be a great place to work.

Section II: General THA Operating Information

A. HOUSING STOCK INFORMATION

Planned New Public Housing Units

New public housing units that the MTW PHA anticipates will be added during the Plan Year

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Total Public Housing Units to be Added in the Plan Year

N/A

Planned Public Housing Units to be Removed

Public housing units that the MTW PHA anticipates will be removed during the Plan Year

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
N/A	0	N/A
	0	

Planned New Project Based Vouchers

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	# of PBV	RAD?	DESCRIPTION OF PROJECT
Lincoln District Senior Housing	20	No	PBV VASH
Planned Total Vouchers to be Newly Project-Based			
	20		

Planned Existing Project-Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP is already in place at the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	# of PBV	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Arlington Youth Drive	58	Leased/Issued	No	Youth and Young Adult Housing
Bay Terrace 1	20	Leased/Issued	No	THA Family Housing
Bay Terrace 2	52	Leased/Issued	No	THA Family Housing
Bay Terrace – RAD	26	Leased/Issued	Yes	THA Family Housing
Eliza McCabe Townhomes	10	Leased/Issued	No	Mercy Housing Family Housing
Flett Meadows	13	Leased/Issued	No	LASA Family Housing
Guadalupe Vista	38	Leased/Issued	No	CCSWW Family Housing
Harborview Manor	154	Leased/Issued	No	Affordable Senior Housing
Hillside Gardens	8	Leased/Issued	No	THA Family Housing
Hillside Terrace 1500	12	Leased/Issued	No	THA Family Housing
Hillside RAD	33	Leased/Issued	Yes	THA Family Housing
Hillside 2	13	Leased/Issued	No	THA Family Housing
Hilltop Lofts	57	Leased/Issued	No	Permanent Supportive Housing

PROPERTY NAME	# of PBV	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Home at Last	30	Leased/Issued	No	YWCA Family Housing
KWA Project on 15 th and Tacoma Ave.	15	Leased/Issued	No	KWA PBV-VASH
Nativity House	50	Leased/Issued	No	CCSWW Permanent Supportive Housing for adults
New Tacoma Phase 2	8	Leased/Issued	No	Senior housing
Olympus Apts.	36	Leased/Issued	No	KWA affordable housing units at 60% AMI or below
Pacific Courtyards	23	Leased/Issued	No	MDC transitional family housing
Rialto Apts.	50	Leased/Issued	No	Pioneer Human Services (PHS) affordable housing units at 50% AMI or below
Salishan 1-7 ¹	340	Leased/Issued	No	THA Family Housing
Salishan RAD	290	Leased/Issued	Yes	THA Family Housing
Shiloh Project on S 13th and I St.	20	Leased/Issued	No	Shiloh PBV-VASH
St. Helens & Exley Apartments	26	Leased/Issued	No	PHS affordable housing units at 50% AMI or below
The Rise at 19 th	64	Leased/Issued	No	THA Family housing

¹ Please note: Salishan 7 never had public housing units and will not be found in PIC.

PROPERTY NAME	# of PBV	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Tyler Square	15	Leased/Issued	No	TRM Family Housing
Renew Tacoma Housing	456	Leased/Issued	Yes	THA Senior/Disabled Housing
PBV VASH	29	Leased/Issued	No	3rd party PBV VASH
1,946		Planned Total Existing Project-Based Vouchers		

Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR
THA will seek to acquire existing housing in the market to preserve affordable housing for households earning up to 80% of the area median income (AMI).
THA has sold the last seven lots in Area 2B of Salishan. These lots were planned to be developed into market-rate rentals. THA is working to get the site developed with prospective partners.
THA completed its Rental Assistance Demonstration (RAD) conversion of Salishan and Hillside properties in 2019. The disposition of its scattered-site public housing through Section 32 has also been completed, except for one remaining unit. This unit is being leased to a large family. This will leave THA with 719 public housing units available for use under Faircloth. THA is considering placing Public Housing Faircloth units in new acquisitions and new developments and eventually converting these units to RAD.

General Description of All Planned Capital Expenditures During the Plan Year

Narrative general description of all planned capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR

In 2019, THA converted all but 5 units under the RAD. THA does not intend to close its Public Housing (PH) Annual Contributions Contract (ACC) and will keep it open to develop new PH units. THA will receive minimal Capital funds in 2025, yet has funds carried over from 2024 that will be reflected in the budget and will transfer to Operations.

THA may use Section 32 proceeds towards capital projects, including the possible re-syndication of Hillside 2300 and Salishan 1-3, and development projects referenced under Activity # 16: *Creation and Preservation of Affordable Housing*. The funds would be used for activities eligible under HUD's requirements for section 32 (24 CFR 906.31(a)) which requires that a PHA "use any net proceeds of any sales under a homeownership program remaining after payment of all costs of the sale for purposes relating to low-income housing and in accordance with its PHA plan."

B. LEASING INFORMATION

Planned Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA plans to serve at the end of the Plan Year.

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	60	5
MTW Housing Choice Vouchers (HCV) Utilized	47,349	3,946
Local, Non-Traditional: Tenant-Based^	895	75
Local, Non-Traditional: Property-Based^	5,772	481
Local, Non-Traditional: Homeownership^	0	0
Planned Total Households Served	54,076	4,507

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year.

^ In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the MTW PHA should estimate the number of households to be served.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Regional Approach for Special Purpose Housing/15	895	75
Property-Based	Creation & Preservation of Affordable Housing/16	5,772	481
Homeownership	N/A	0	0

* The sum of the figures provided should match the totals provided for each local, non-traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing

Discussions of any anticipated issues and solutions in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
<p>MTW Housing Choice Voucher/Portfolio</p>	<p>Increasing program attrition in THA's HCV Program paired with a tightening rental market that makes leasing up in this current housing environment difficult has led to lower utilization rates than desired. THA addresses this issue by continuing to complete its payment standards analysis to ensure payment standards reflect current housing market trends. To lessen the barriers that low-income renters face in the market, THA has continued to invest in housing navigation and its landlord partnerships that lead to increased utilization of its highly valued housing assistance. The housing navigators continue to work one-on-one with voucher holders, hold events at apartment complexes with landlord partners, and manage a centralized vacancy listing portal to make the housing search process as accessible as possible. Since 2018, THA has had approval from HUD to adopt a utilization target of 95% (95% Substantially the Same baseline) to account for THA's funding and market challenges.²</p> <p>For THA's managed portfolio, THA has an agency-wide goal to achieve a 98% occupancy rate or higher, which we seek to achieve by reducing unit key-to-key leasing time and improving the quality of our housing operations based on feedback from our diverse customer base.</p> <p>THA leadership and operational departments closely monitor voucher utilization and occupancy rates on a regular basis.</p>

² For more details, please reference THA's 2018 MTW Plan and BOC Resolution 2018-02-28.

For THA's local, non-traditional housing program for RRH, Pierce County is responsible for allocating THA's investment to local rapid rehousing service providers. THA anticipates serving less households in RRH in FY2025 than previous years due to various factors, all of which are being addressed with the County and closely monitored by THA. Starting in 2023, the County reported that the contracted service providers have been serving less households due to the nature of THA's LNT RRH funding being braided with several other federal, state, and local funding sources administered by the County and lower levels of funding due to time-limited programs such as ESG-CV had inadvertent impacts on the total number of households served across Pierce County's RRH programs. Additionally, unexpected challenges due to the difficult leasing environment for low-income households and lower budget utilization for newer housing agencies played factors to lower-than-anticipated utilization. The County has developed multiple strategies to work with housing and service providers to monitor utilization and mitigate these barriers.

Despite serving less households due to lower budget utilization and less supplemental funding available, performance outcomes have remained steady for households served with THA's LNT RRH investment. When looking at retention in permanent housing after program exit, housing lease-up times, and the percent of households who increased income and earned income, household outcomes have remained consistent and slightly increasing over the last three years. THA will work closely with Pierce County to monitor the contract amount and the number of households served and will respond accordingly.

Local, Non-Traditional

C. WAITING LIST INFORMATION

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
THA Consolidated Waitlist ³	Other/ Consolidated waitlist for THA voucher programs and THA site-based waiting list	1,500	Closed	Yes

Please describe any duplication of applicants across waiting lists:

N/A

³ Please note THA intends to adopt and operationalize several changes to its waitlist in 2025, which includes changing from a single, consolidated waitlist to holding separate waitlists for THA’s vouchers and portfolio units. As of mid-2024, these waitlist changes are still undergoing final implementation planning with operational departments. THA will provide an update on waitlist changes in the 2025 MTW Report.

Planned Changes to Waiting List in the Plan Year

Please describe any anticipated changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST ⁴
<p>THA Consolidated Waitlist</p>	<p>THA intends to adopt and operationalize several changes to its waitlist in 2025. This comes on the heels of an assessment completed in 2024 that demonstrated the need to make various improvements to THA's waitlist, including the potential implementation of a separate waitlist for vouchers and portfolio units to allow families greater choice in where they live; enacting a continuously open waitlist in which applications are accepted at any time, but households would be required to check in regularly so the waitlist stays up-to-date based on those who are still interested; and randomly pulling from the waitlist vs. ranking people and pulling from the top of the list. Additionally, THA seeks to update its waitlist preferences to account for foster youth nearing the end of their time-limited assistance who are offered a voucher, households exiting PSH with an SRO voucher, and establishing caps on referrals from the homelessness system and Medicaid-funded providers. These caps could increase or decrease depending on voucher utilization and vacancy rates. As of mid-2024, a thorough community consultation was conducted, and these waitlist changes are still undergoing final implementation planning with operational departments.</p>

⁴ As of 2024, THA received approval to expand its outreach and marketing efforts to provide public notice of THA's waitlist openings by utilizing digital advertising, social media, and search engine optimization (SEO) strategies as opposed to requiring public notice via a newspaper ad (flexibilities allowed per MTW Agreement Attachment C, Section, Subsection 4).

Section III. Proposed MTW Activities

N/A

Section IV. Approved MTW Activities

A. IMPLEMENTED ACTIVITIES

1. Extend Allowable Tenant Absences from Unit for Active Duty Soldiers

Plan Year Approved, Implemented, Amended: THA proposed and implemented this activity in 2011.

Description: THA modified its policy for terminating households who were absent from their unit for more than 180 days. THA's programs have a number of reserve or guard military families because of close proximity to Fort Lewis, one of the nation's largest military bases. Active duty may force a household to be absent from their assisted unit for more than 180 days, the amount of time the normal rules allow, leaving them without housing assistance when the service member returns home. Although the question of having to terminate such a household of service men and women arose only a few times during the Iraq war, the prospect of terminating them was too unsettling even to risk. This activity enabled THA to allow a previously assisted households returning from deployment to request reinstatement within 90 days from the date they return from deployment.

Planned Non-Significant Changes: THA does not anticipate any changes to this activity during the Plan year.

Planned Changes to Metrics/Data Collection: THA does not anticipate any modifications to the baselines or benchmarks during the plan year.

Planned Significant Changes: THA does not anticipate any significant changes to this activity during the Plan year.

3. Local Project-Based Voucher Program

Plan Year Approved, Implemented, Amended: THA proposed this activity in 2011 and it has been completely implemented.

Description: This program introduced several changes to the way THA operates the project-based voucher (PBV) program. They are as follows:

- **Remove caps on all project-based voucher allocations**
Traditionally, HUD mandates that PHAs not spend more than twenty (20) percent of their Annual Budget Authority (ABA) toward Project-Based Vouchers, and PHAs are limited to project-basing up to 25 percent (25%) of units in a single development. HUD approved the exclusion of THA's portfolio units from being counted towards the 20% cap and, in 2024, THA expanded this flexibility across all PBVs to remove complex tracking whether we are falling above or below the 20% threshold. In addition, in 2018, THA waived the per-project cap for projects. Removing both PBV cap limitations enables THA to be more flexible with our funding for development projects & provide more deeply affordable units to low-income households.
- **Established a reasonable competitive process and contract terms for PBV assistance**
THA established a reasonable competitive process and contract terms, including the length of the contract, for project-basing HCV assistance at units owned by for-profit or non-profit entities. Units must meet existing inspection standards (e.g., HQS, transitioning to NSPIRE), any standard developed by THA, and approved by HUD pursuant to the requirements of this Restated Agreement. Properties owned (whole and partial ownership interest) by THA will not need to go through a competitive process. This may include but is not limited to, properties owned in fee by THA and leased to other entities and properties in which THA has a direct or indirect ownership interest (e.g., through ownership and/or control of an interest in the owner entity).
- **In-house inspections**
THA conducts Housing Quality Standards (HQS) inspections (changing to NSPIRE) on units it owns or has interest in. In order to operate one, streamlined property management approach, THA also conducts HQS/NSPIRE inspections on the small number of Public Housing Units it owns.
- **Modified Choice Mobility options for non-RAD, PBV households**
THA initially used this activity to waive the mobility option that allowed PBV tenants to automatically receive a tenant-based voucher after one year of occupancy. Once THA converted a majority of its PBV units to RAD-PBV, THA revised its Choice Mobility policies. The

97100+97200	Total Extraordinary Maintenance
97300+97350	Housing Assistance Payments + HAP Portability-In
97400	Depreciation Expense
97500+97600+97700+97800	All Other Expenses
90000	Total Expenses

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

THA will update this section with the corresponding requirements prior to THA's final submission of the 2025 MTW Plan.

Planned Application of MTW Funding Flexibility

Listed below are some of the specific ways in which THA plans to exercise its MTW flexibility:

- THA is continuing its work to assess the state of diversity, equity, inclusion, and belonging (DEIB) in its policies, practices, and programs. This work, a collaboration by THA leadership, staff, and THA's recently hired DEIB Strategic Advisor, aims to articulate a clear set of goals and draft an action plan with specific activities to advance DEIB at THA.
- THA is making changes to relieve the administrative burden on both the agency and the tenants by creating a more streamlined approach to both the certification process and inspections. THA intends to make its processes less intrusive on people with fixed incomes such as the elderly and disabled, and to relieve families from some of the more burdensome requirements of annual certification. The new certification cycle started in 2013.
- THA is focusing on housing, employment-related services, and other case management activities that will move families towards self-sufficiency. Its Client Support and Empowerment Department also assists tenants who are facing challenges in successful tenancy.
- THA is entering into community partnerships to develop and continually improve programs and wraparound services, such as the 2Gen program, which utilizes cross-sector partnerships like the YMCA, KBTC, and the Health Department to provide multi-generational mentorship programs, tutoring, social-emotional learning. This also encompasses THA's Children's Matched Savings Account Program (formerly reported as Activity 21), which is aimed at developing a savings habit among students and their families and improving graduation rates, college and career preparation, and enrollment.
- THA is making necessary technological enhancements that will benefit the organization and the residents. This includes investments in THA's administrative data system, including changes to its financial and case management systems. THA completed the vendor transition in 2024. Led by THA's Data Governance Committee and THA's IT department, THA is focusing on the development of a data warehouse that enables longitudinal analysis, the development of key performance metrics (KPI) dashboards, and reporting and visualization capabilities that provide meaningful insights into THA's quality of housing and services.
- THA is analyzing its administrative overhead and charge expenses directly to the programs whenever possible. The agency is charging administrative or previously allocated costs to a Program Support Center for each of its three activity areas as identified in the Local Asset Management Plan, along with a Community Services Central fund to track expenses associated with those functions.

- THA is using its MTW funds to help the agency achieve its goal to ‘make THA a great place to work’ and ensure staff are paid a housing wage. This includes shifting the maintenance staff home cost center to THA-MTW funds.
- THA is using its MTW funds to support and make improvements to the community facilities of its properties, including the Bay Terrace Community Facility.
- THA included an activity in its 2012 amended plan that allows the agency to activate the MTW single fund flexibility to support the development and preservation of affordable housing. THA utilizes its single source MTW funds to obtain land, in addition to existing properties, which is vital for the future development of affordable housing in Tacoma.
- THA is partnering with local agencies in the community to create local non-traditional housing programs and services. The programs are funded by THA but run by partnering agencies.
- THA is focusing on eviction prevention efforts to help keep residents who are at risk of eviction housed. This includes the hiring of an eviction prevention specialist and working with the Client, Support, and Empowerment Department staff to engage with residents on late rent and entering into affordable repayment agreements, and connecting households with eviction prevention resources available at the County.
- THA is reassessing its contracting procedures and investing in staff support to ensure equitable contracting and procurement standards are being followed. THA seeks to increase contracts with minority and women-owned business enterprises (MWBE). THA is also focusing on equitable hiring and ensuring there is adequate staff capacity to help accomplish our goal of increasing the number of customers and low-income Tacoma residents hired by THA and its partners (aligned with Section 3 efforts).
- THA may use MTW single fund flexibility towards property operations to offset shortfalls caused by the lack of sufficient operating cost adjustment factor (OCAF) increases and the unique market conditions present in Tacoma. This flexibility will help stabilize properties to ensure that they remain financially solvent and are able to meet their financial commitments.

Planned Application of PHA Unspent Fund and HCV Funding

THA will update this section with the corresponding requirements prior to THA's final submission of the 2025 MTW Plan.

Local Asset Management Plan

Is the PHA allocating costs within statute? or

Is the PHA implementing a local asset management plan (LAMP)? or

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix? or

Rental Assistance Demonstration (RAD) Participation

Description of RAD Participation

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

- In April 2016, THA closed on the conversion of 456 units. Rehab on those units was completed on 12/31/2017.
- Between October 2019 and December 2019, THA closed on the conversion of 323 additional units. This was a transition in which no new Capital Financing was involved.
- THA's original significant RAD amendment was submitted to HUD 7/27/2015 and was approved on 9/14/2015.

Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

No

If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?

N/A

Section VI: Administrative

A. BOARD RESOLUTION AND CERTIFICATION OF COMPLIANCE

THA will update this section with the corresponding requirements prior to THA's final submission of the 2025 MTW Plan.

B. DOCUMENTATION OF PUBLIC PROCESS

MTW Plan Public Review Process - Summary:

- Public Comment Dates: August 15, 2024 – September 14, 2024
- THA received one public comment that provided a list of improvements to make the 2025 MTW Plan clearer for audiences who may be new to MTW and HUD programs. The comment stated the 2025 MTW Plan included language that was too technical and needed to be written in plain language. As a result of this comment, THA added an introductory page to the 2025 MTW Plan that describes an overview of MTW and the purpose of THA's MTW plan and reports. THA additionally updated its public comment page to provide more background information on the MTW program, share links to additional resources, and upload slides from the in-person public hearing that included a glossary of common MTW acronyms and terms relevant to the 2025 MTW Plan.
- Posted on THA's website and social media accounts.
- A virtual public hearing was held on August 26, 2024
 - No attendees for the virtual public hearing.
- An in-person public hearing was held on August 28, 2025
 - Two participants attended the in-person public hearing.

(Image on next page) Notice of Public Comment Period and Public Hearing.

PUBLIC COMMENT

2025 Moving to Work (MTW) Draft Plan

August 15, 2024

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NOTICE OF PUBLIC COMMENT PERIOD & PUBLIC HEARING

The Tacoma Housing Authority (THA) invites residents, voucher holders, partners and community members to comment on our **2025 Moving to Work (MTW) Draft Plan**.

The 2025 MTW Draft Plan outlines the agency's priorities and how we will use our MTW flexibility to serve our participants, community and our partners in 2025.

We will receive comments regarding the 2025 MTW Draft Plan during a 30-day public comment period beginning August 15, 2024 – September 14, 2024. **All comments must be received by 5 pm on September 14, 2024.**

THA-FY2025-MTW-Plan-DRAFT-for-Public-Comment... 1 / 54 50%

2025 Moving to Work Draft Plan .pdf

Download

About Moving to Work (MTW):

Moving to Work (MTW) is a federal program authorized by Congress in 1996. It gives public housing authorities regulatory and funding flexibilities to respond to local needs and opportunities by connecting people with low incomes to vital housing and services. Tacoma Housing Authority has been a participant in the Moving to Work program since 2010.

Among the advantages of MTW are that it:

- Allows more flexibility in how we spend federal monies
- Allows THA to give incentives to families with children where the head of household is working, seeking work or is preparing for work
- Provides ways for THA to increase housing choices for low-income families
- Helps us to reduce costs and achieve greater cost effectiveness in federal expenditures

To view the different ways that MTW is used across the Puget Sound region, please see KCHA, SHA and THA's joint Moving to Work Brochure <<https://www.tacomahousing.org/wp-content/uploads/2024/05/051024-mtw-brochure-digital.pdf>>.

You can access all THA's past MTW plans and reports on THA's MTW webpage <<https://www.tacomahousing.org/resources/moving-to-work/>>.

Leave a Comment on the MTW Plan

You may leave a comment by filling out our online form:

[Fill Out the MTW Plan Survey Online](https://formsite.com/tacomahousing/vaac@tgm/index) <<https://formsite.com/tacomahousing/vaac@tgm/index>>

You can also contact Christine Nguyen, Planning and Policy Analyst, via the options below.

Phone: 253-274-5581

Email: cnguyen@tacomahousing.org

Address: 902 S. L Street, Tacoma, WA 98405

Public Hearings

Update as of September 3, 2024: The public hearing events have concluded. Presentation slides from the public hearing can be viewed below.

[MTW Overview and 2025 Plan Highlights – August 28, 2024 .pdf](#)

[Download](#)

Virtual Public Hearing

Topic: Virtual Public Hearing for THA's 2025 MTW Plan

Date/Time: Monday, August 26, 2024, 5:30 pm–6:30 pm Pacific Time (US and Canada)

Location: Zoom

<https://us02web.zoom.us/j/82986570707> <<https://us02web.zoom.us/j/82986570707>>

Meeting ID: 829 8657 0707

Passcode: MTW2025

In-person Public Hearing

Topic: In-Person Public Hearing for THA's 2025 MTW Plan

Date/Time: Wednesday, August 28, 2024, Noon–1 pm Pacific Time (US and Canada)

Location: Tacoma Housing Authority Main Office

902 South L Street, Tacoma, WA 98405

Tahoma Conference Room on 1st floor. Please check in with front desk.

Meeting dates, locations, and times are subject to change. You may contact the THA office the week prior to the scheduled meeting to confirm this information, and any updates will be noted in this posting.

The meeting sites are accessible to persons with disabilities. Persons requiring special accommodations should contact Christine Nguyen at 253-274-5581 by 4 pm the day before the scheduled meeting.

Deadline for Comments

The Tacoma Housing Authority Board of Commissioners will vote on the adoption of this policy on **Wednesday, September 25, 2024**.

C. PLANNED AND ONGOING EVALUATIONS

THA's Department of Policy, Improvement, and Evaluation (PIE) continually monitors its programs, conducts analyses to inform agency-wide decisions, and evaluates strategies that improve its service delivery. In 2025, THA's PIE department, in conjunction with operational departments, will support the following work:

Operational Improvements: THA will continue working closely with IT to plan for THA's technology conversion, including extensive data cleaning and transformation. Efforts will be largely focused on building the data capacity and infrastructure needed to carry out rigorous evaluations and analyses in the future. THA will also continue to monitor and adjust practices for its waitlist management and policies, implementation of the FSS Program, and new MTW activities being implemented such as THA's new Homeownership Program flexibilities and alternative payment standards for shared housing. THA will also develop an organizational performance measurement system, using a suite of tools from Microsoft's business intelligence software, to develop key performance metrics (KPI) dashboards of its short- and long-term goals.

Payment Standards Analysis: THA's PIE department completes an in-depth annual review and mid-year check-in of its payment standards to ensure they are meeting the needs of participants. THA piloted new methods to conduct its payment standards analysis beginning in 2022 in which THA was able to procure access to an extensive third-party dataset, thereby allowing THA to fine-tune its payment standards and adjust to the local market in response to changing market conditions. THA will continue to conduct its annual and mid-year reviews in the 2025 plan year. Additionally, THA is interested in assessing the feasibility of implementing Small Area FMRs within Tacoma.

Evaluating the Effectiveness of THA's Rent Calculation: THA intends to evaluate its rent calculation methods, assessing methods for how TTP, HAP, and Family Share are calculated and how utility allowances and deductions are considered for different types of households (e.g., fixed income vs. non-fixed income households; households who have \$0 income or not). The evaluation seeks to compare THA's current policies, HUD's new HOTMA section 102 and 104 policies, and scenario planning if THA were to adopt a hybrid approach of no longer utilizing some of its MTW flexibilities (e.g., deciding to reinstate the elderly/disabled and dependent deduction) while deciding to alter or keep certain flexibilities (e.g., changing the streamlined utility allowance schedule, or maintaining THA's 28.5% TTP policy, respectively). This evaluation comes as the new HOTMA Final Rule presents an opportunity for THA to understand what policies could benefit households and help keep them stably housed by following HUD's new regulations, while also maintaining THA's MTW goal for maintaining cost-effectiveness in its programs.

Exploring Solutions to Maintain THA’s Quality of Housing and Services: THA continues to advocate and identify additional means by which our programs can be financially sustainable. THA is exploring options to supplement RAD rents, which have historically been underfunded since the RAD funding formula was set at a prorated amount when THA adopted RAD. At the time THA converted most of its PH stock to RAD, THA did not receive sufficient operating subsidy and capital funding, which has lasting effects to this day. In THA’s case, for example, the agency's RAD units were funded at 51% of our MTW units (\$548 vs \$1,081 for HAP) in 2023. This adds strain to our statutory requirement to serve substantially the same (StS) number of households as THA’s RAD units are still counted within the StS denominator on a 1:1 basis even though the HUD funding we receive equates to approximately half the value of one unit. THA continues to strive to identify potential solutions with HUD and industry partners, be it through using MTW funding to supplement the proration or utilizing MTW regulatory flexibilities, to rectify this long-standing issue.

D. LOBBYING DISCLOSURES

THA will update this section with the corresponding requirements prior to THA's final submission of the 2025 MTW Plan.

Appendix A: Letter of Consistency

THA will update this section with the corresponding requirements prior to THA's final submission of the 2025 MTW Plan.

Appendix B: LAMP

A. Background and Introduction

The First Amendment to the Amended and Restated Moving to Work Agreement authorize Tacoma Housing Authority (THA) to design and implement a Local Asset Management Program (LAMP) for its Public Housing Program and describe this program in its Annual MTW Implementation Plan. The term “Public Housing Program” means the operation of properties owned or units in mixed-income communities subsidized under Section 9 of the U.S. Housing Act of 1937, as amended (“1937 Act”) by the Agency that are required by the 1937 Act to be subject to a public housing declaration of trust in favor of HUD. The Agency’s LAMP shall include a description of how it is implementing project-based property management, budgeting, accounting, and financial management and any deviations from HUD’s asset management requirements. Further, the plan describes its cost accounting plan as part of its LAMP, and in doing so it covers the method for accounting for direct and indirect costs for the Section 8 Program as well.

The existing Property Management structure has been in place for several years now. THA has operated using project-based budgeting with on-site administrative and maintenance personnel responsible for the majority of the tasks associated with managing the properties. Our cost approach allocates all indirect revenues and expenses to a Program Support Center (based on unit count) and then charges fees to the programs and properties as appropriate.

B. Guiding Principles

The City of Tacoma established the Tacoma Housing Authority under State of Washington legislation in 1940 through resolution. The resolution states that the City formed the Housing Authority to address a “shortage of safe and sanitary dwelling accommodations in the City of Tacoma, Washington available to persons of low-income at rentals they can afford.” Since then, THA has strived to meet the ever-increasing demands for low-income housing in the Tacoma area. With acceptance into the Moving to Work (MTW) program in 2010, THA took on three additional statutory objectives that further define the Agency’s role on both a local and a national scale. THA is required to keep these objectives in mind through the development of each activity related to MTW, including the development of the LAMP. The three statutory objectives are: 1) reduce cost and achieve greater cost effectiveness in Federal expenditures; 2) give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and 3) increase housing choices for low-income families [Section 204(a) of the 1996 Appropriations Act].

C. Description of Asset-Based Operations

Overview of Organizational Structure

THA's Property Management Department is responsible for the day-to-day operations of THA's portfolio, and the Administration Department is responsible for Asset Management. The chart below shows this relationship and the positions responsible for these management functions.

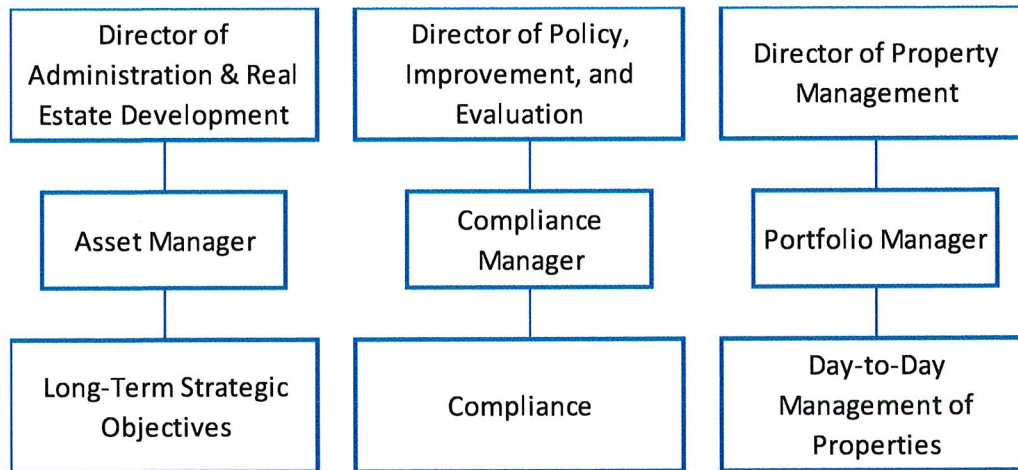


Figure 1: Organizational Structure

Description of 2024 Plan

THA manages its properties as 2 portfolios. We have Portfolio West, which consists of our 456 Renew Tacoma Housing (RTH) RAD units comprised of 9 properties of Elderly/Disabled and Family Housing. Our Hillside/Bay Terrace properties which comprises 5 properties and 270 units is also considered under our Portfolio West umbrella. As these properties are spread out, we have management teams overseeing property groupings as best determined by the Director.

The other management group, Portfolio East, is responsible for managing our Salishan properties (seven), consisting of 631 units. As Salishan is in one geographical area, a centralized management team manages those properties. Our Arlington Youth Housing property (58 units) is also included in Portfolio East. Beginning in 2023, an additional Portfolio Manager position was added so that each portfolio has a Portfolio Manager.

Asset and Compliance Management

While the Property Management Department oversees the day-to-day operations of the properties, THA's Asset Management & Real Estate Development (AMRED) and Policy, Improvement & Evaluation (PIE) departments oversee the long-term strategic objectives of the properties. Having the Asset Management and Compliance functions within these departments enables THA to effectively plan for the future, ensure compliance with Local and HUD regulations, and keep the agency's strategic objectives at the forefront when making both operational and strategic decisions. Included within the scope of these departments are the following responsibilities:

- Risk Management
- Compliance (file audits, PIC, finding resolution)
- Budget Oversight
- Financial Reporting and Modeling
- Capital Needs Assessment
- Property Performance Review
- Strategic Planning
- Policy Development and Implementation
- Procurement Regulation

Project-Level Reporting

THA instituted project-based budgeting and accounting practices before becoming an MTW agency. Systems and reporting are in place to develop and review onsite management of budgets, expenses, rent collection and receivables, and purchasing. With our current IT system, we have robust reporting to review, analyze and compare property information.

Maintenance Operations

In accordance with HUD Asset Management guidance, THA instituted a decentralized maintenance program in 2008. During 2011, THA realized efficiencies in the maintenance of its Salishan properties by assigning maintenance personnel to the entire Salishan portfolio rather than each of the individual projects. We continually review our practices and how they work and update our approach when needed. We have a Facilities Manager whose responsibility it is to oversee the overall maintenance of our properties. We currently have two Maintenance supervisors and five Maintenance Specialist-Leads with more technical abilities who assist other Maintenance Specialists and oversee repairs and work orders. In 2023, THA's portfolio was broken into four zones, each having a Maintenance Specialist-Lead and several Maintenance Specialists. In 2018, we also instituted a unit turn team concept, which consists of 5 staff, including a lead, whose specific responsibility is to turn vacant units within all of our properties. The goal is to reduce costs by having a dedicated team and using less contract maintenance. It is important to note that when working in a unit, the maintenance personnel are charged directly to the property they are working in.

Acquisition of Goods

THA has been operating under a decentralized purchasing model for the acquisition of goods. Site staff is primarily responsible for purchasing supplies for the properties they oversee. Purchases are primarily completed through a P-Card system, while in certain circumstances Purchase Orders continue to be used.

Acquisition of Services

While the acquisition of goods is decentralized, the agency has adopted a hybrid approach to the acquisition of its services. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized staff to define scopes of work, and ensuring the work is done properly.

D. Strategic Asset Planning

THA's Asset Management Committee

THA has an Asset Management Committee consisting of key members from the following functional areas in the agency: Finance, Asset Management and Real Estate Development, Property Management, Client Support, Compliance and Policy, Improvement, & Evaluation. The committee meets on a routine basis and is facilitated by the Agency's Asset Manager. The standing agenda includes reviewing operational costs at each site, investigating large cost variances between the properties, analyzing property performance metrics, and comparing cost data and operational data to industry standards. THA also uses financial models to compare our metrics to properties managed by private firms. The committee also considers any policy changes having a potential impact on the operation of its properties and decisions regarding property acquisition and disposition. Some examples of policy changes discussed here include changes to THA's current rent policy and occupancy standards, whether properties should be managed by agency staff or third-party management.

The overall purpose of the committee is to ensure that THA makes decisions in a way that fosters appropriate communication between the major functional areas concerned with Asset Management and address related issues and concerns from a holistic perspective.

The cost approach developed by THA as described in the next section of this LAMP allows this committee and others in the agency to make informed decisions concerning the agency's portfolio. The cost approach will clearly show which areas of the agency cost the most to run and which provide the most value to the mission of the agency.

E. Cost Approach

THA's current cost approach is to charge all direct costs related to day-to-day operations to the specific property or program fund and to charge all indirect costs to a central fund (see "Program Support Center" below). The PSC would then earn fees that they charge to the programs they support. Client Support and Empowerment expenses that benefit THA's Affordable Housing properties will be charged out to a direct grant or the Moving to Work program. For purposes of this Cost Approach, properties refer to ones that THA owns or manages, and the term program refers to the Rental Assistance and Moving to Work programs administered by THA. By the end of 2019, all but five Public Housing units had transitioned to RAD units. The five units consists of a single-family home owned by THA (AMP6), and four units in our Hillside 1500 tax credit entity. It is important to note we currently manage the majority of our properties in our Tax Credit entities, and follow the guidelines set forth by this LAMP.

THA developed this approach for the following reasons:

1. It allows the agency to easily see the costs directly related to the day-to-day operations of a property or program and determine whether the management of that cost center can support itself. Staff managing the programs and properties will be able to easily discern all related administrative and shared costs. Managers will negotiate if costs are determined unreasonable or if the AMP or program cannot support the proposed fees.
2. One of the goals of the MTW program is to increase administrative efficiency. By charging these costs out as a fee, it will be easier in the future to identify the administrative efficiencies at the program/project level and the indirect costs that support them. The tax credit entity fees paid to THA is based on a % of their Operating Income and is distributed to the various support areas within THA.

Activity Areas

THA created three separate activity areas in order to track what it costs the agency to support different types of activities in which the agency engages. The three activity areas are:

- Conventional Affordable Housing (MTW)
- Tax Credit Management (MTW)
- Business Activities (Non-MTW)

THA decided to separate MTW activities into Conventional Affordable Housing within the THA entity and Tax Credit Management. This allows the agency to see how much it costs to manage its Tax Credit Portfolio versus its other affordable housing programs. THA considers our Special Purpose Vouchers, Real Estate Development, and grants funded by Non-Federal funds as non-MTW activities with the revenues and expenses falling under the Business Activity area.

Program Support Center

Each of the three activity areas (Business Activities, CAH Activities and Tax Credit Activities) will have a Program Support Center (PSC). This is the equivalent of the Central Office Cost Center (COCC) under the

HUD Asset Management model, and it contains all of the programmatic support costs related to each of the three activity areas. The expenses will be split out to one of the three support centers based on unit equivalency and where the project or program resides to more clearly identify where administrative expenses fall and measure either the profitability or cost to each of the identified areas.

Table 3 at the end of this plan indicates the breakdown of how the administrative cost portion of the PSC will be charged out.

Direct Costs

Any costs that directly and wholly support a particular project or program will be charged as Direct Costs to the respective project or program. The following chart outlines which costs are considered Direct Costs.

Table 1: Direct Costs

Program Area	Cost Type	Comments
Property Management	Personnel Costs	
	Office Rent	
	Insurance	Includes property and liability insurance directly related to the AMP
	Program Support Fees	Fees charged to the properties for administrative overhead and costs allocated out that are not under the direct purview of the managers
	Administrative Costs	Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs
	Maintenance Costs	Includes materials, maintenance personnel costs, and contracts
	Utilities	
	Security	
	Relocation due to Reasonable Accommodation	
	Collection Loss	
	PILOT	
	Debt Service Payments	
	Audit Costs	
Rental Assistance	Personnel Costs	
	Office Rent	
	Insurance	
	Program Support Fees	HUD fees and leasing
	HAP Expenses	
	Audit Costs	
	Administrative Costs	Includes postage, legal, office supplies, training and travel, mileage, professional services, and eviction costs

Indirect Costs (Program Support Fees)

Any indirect costs incurred by THA in support of its projects and programs will be incurred by the Program Support Center. The fees are:

- Administrative Support Fee based on HUD model. This also includes IT, elderly service coordinator and leasing costs. We choose not to allocate any costs out to a program or project that is not under their direct control.

Administrative Support Fee

The Administrative Support Fee will cover the costs of the services provided by the following:

- Executive Department
- Purchasing
- Asset Management
- Human Resources Department
- Client Support and Empowerment
- Accounting and Financial Services
- Real Estate Management and Improvement and Capital Fund Monitoring
- Information Technology
- Reasonable Accommodations
- Policy, Improvement and Evaluation
- Compliance
- Elderly services coordinator

There will be two separate rates, one for Rental Assistance programs and one for managed housing units. The fee charged to Rental Assistance will be charged to all Rental Assistance Baseline units (MTW Vouchers, FUP, NHT, VASH, etc.) Our MTW vouchers (other than RAD) and Mod Rehab properties will be charged based on our MTW baseline regardless of occupancy. RAD and our special programs (FHP, NHT, VASH) will all be charged based on occupancy. Table 2 below shows how these fees are derived. For Rental Assistance, THA had been using the HUD prescribed Management Fee, but has started deviating based on an improved understanding of the costs required from the different departments to support the program for Rental Assistance. The Property Management units we manage are almost exclusively Tax Credit properties and their fees are based upon an agreed upon % with our Tax Credit partners and investors in their respective Operating Agreements. We do make decisions as to how we will break those fees down once they are received at THA. THA will reserve the right to use any available excess operating subsidy remaining in any remaining Tax Credit AMP to cover deficits in the Tax Credit PSC. Fees that would be allocated out (leasing, Elderly Services coordinator, IT) are charged as part of the fee in order not to have any expenses allocated out that property managers do not have any control over.

When we transitioned our PH units to RAD, we also built in a \$250 per unit per year fee for Client Support by our THA staff. It is separate from the administrative support fee and is recorded as revenue by our Client Support and Empowerment department to defray the cost of supporting our managed property clients. This fee indicates the level of support THA has made to help ensure the successful tenancy of our clients.

Table 2: Administrative Support Fee Components

Administrative Support Fee Components		
Fee	Rental Assistance	Tax Credit
Management Fee		
Executive	\$2.00	\$2.00
Human Resources	\$1.75	\$2.25
PM Overhead (including rent)	\$2.75	Remaining
Bookkeeping Fee	\$6.00	\$21.50
Asset Management Fee	\$0.00	\$7.50
Compliance/PIE	\$2.00	\$5.00
IT Fee	\$8.00	\$12.00
Community Services	\$4.50	\$2.50
Leasing Support	\$0.00	\$1.50
Total Fee:	\$27.00	\$54.25

Cost Centers

Property Management

Property Management uses of funds includes the Direct Costs and Project Support Fees for all of the properties managed by THA. The primary source of funds for Property Management includes Tenant Revenue, Housing Assistance Payments, and Other Revenue.

Rental Assistance

Rental Assistance uses of funds include the Direct Costs and Program Support Fees for all of the voucher programs managed by THA's Rental Assistance Division. These programs include Housing Choice Voucher (HCV), SRO, Project-Based Vouchers, FUP, FYI, EHV, VASH, NHT, Mainstream and HUD FSS. The sources for Rental Assistance primarily include HAP Revenue and the Administrative Fees paid to the agency by HUD.

In addition to the fees Rental Assistance pays to the Program Support Center, there are other fees paid and earned in this area. All direct costs for all of the Rental Assistance programs will be recorded in our main Section 8 HCV fund in the MTW program. A fee will then be charged to our SRO and non-MTW Section 8 programs based on unit equivalencies. This fee will be income earned by the MTW Section 8 HCV program for reimbursement of the expenses incurred by them. Table 3 below shows the unit equivalencies for THA. These equivalencies are also the basis of THA's allocation scheme for Program Support Fees.

Client Support and Empowerment (CSE)

The Client Support and Empowerment department supports all THA's Affordable Housing clientele and assists families to move to Self Sufficiency. Additionally, THA has received several grants that provide funding for a variety of services to its clients. Most of these grants do not come with coverage of administrative overhead. None of the income or expenses for direct grants will be part of the MTW program, but overhead costs not reimbursed by the grants will.

THA's CSE area has traditionally assisted clients when Property Management staff have requested their assistance to help families remain viable tenants when in crisis. Moving to Work status has allowed the agency to continue that role, along with assisting families in a more pro-active way to move towards self-sufficiency.

THA's CSE department will either hire caseworkers or collaborate with other agencies to assist families at different levels. CSE works with families who face hardship and cannot meet minimum rent or lease requirements, prepares them to succeed as tenants, and assists tenants in obtaining skills that allow them to become self-sufficient. THA is proud of this focus. It is what makes us more than a real estate developer, more than a landlord, and more than a manager of rental assistance. This is the work that makes us a social justice agency. This is the work that makes us an MTW housing authority.

In the agency's approach to CSE for the LAMP, the following applies:

- Income and Expenses directly related to a grant is not included in the MTW area.
- All administrative overhead not covered by these grants are charged to a CSE fund that tracks all MTW costs.
- The costs for the CSE staff assisting the agency's Property Management portfolio and MTW Voucher holders, along with the administrative costs associated with it, are charged to a CSE fund supported by the agency's MTW flexibility.
- Costs for both our Education Initiative and Asset Building Programs that are not covered by grant funds would be paid out of MTW funds.

In taking this approach, it allows the Client Support and Empowerment department to operate as a business activity. It is set up in such a manner that THA's Property Management area must negotiate for the level of service it desires and pays to receive, and the cost is known up front.

Real Estate Development

THA defines Real Estate development activities to include modernization of the current portfolio, investigation, and design of new affordable and market-rate development opportunities, along with redevelopment of properties that have outlived their useful life. THA also acts as its own developer in building of affordable housing and is in the process of expanding its role in the Tacoma community. THA's approach to these activities is to charge any activities related to the current stock of affordable housing or activities funded to one of the two MTW activity areas, as applicable. Any time that THA earns a developer fee as a developer or performs tasks as either a Public Development Entity (PDE) or a Public Development Authority (PDA), all revenues and expenses will be considered Business Activities (Non-MTW).

Based on historic and projected activities, the agency estimates that Development activities make up approximately 10 % of the agency support. This figure will be reevaluated annually based on the projects in the pipeline, the funding available to support the activities, and current staffing levels. THA is continually on the lookout for how to increase the affordable housing portfolio, and if opportunities arise, THA intends to use its MTW flexibility for development and rehab of affordable housing units.

Other Considerations

Personnel

Personnel costs are broken out a number of different ways, depending on which program(s) the staff support, where the funding for the positions comes from, and what the function of each position is.

Rent

THA's main office houses the agency's administrative support staff, the Rental Assistance Department and the Asset Management & Real Estate Development Department. We used to break out rent

separately as a line item in the budget and charge the different areas. This is now included in our Management Fee calculations.

Differences – HUD Asset Management vs. THA Local Asset Management

THA is required to describe any differences between the Local Asset Management Program and HUD’s asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

1. THA is using a modified fee for service as outlined above. In addition to the fee, there are certain expenses (IT, Leasing, and Elderly service coordinator) that could have been allocated out, but as these expenses are not under the control of the Property Manager, we included in the fee structure charged out to the properties.
2. Under this plan, THA renamed its Central Office Cost Center (COCC) to the Program Support Center (PSC) and split it into the three different activity areas. In addition, the PSC will track the program management salaries that cannot be directly attributed to a specific project or program, and therefore would be allocated. The fees will be received in the PSC where the costs that would have been allocated out reside.
3. HUD’s rules limit the transfer of cash flow between projects, programs, and business activities. THA intends to use its MTW resources and regulatory flexibility to move its funds and project cash flow among projects that support affordable housing without limitation and to ensure that agency operations best meet THA’s mission and serve the agency’s low-income clientele.
4. In determining the units to use for the basis of the fee, THA chose to use total units, regardless of occupancy status. This differs from the HUD Asset Management model where Housing Authorities are only allowed to charge management and bookkeeping fees for occupied units in each property. THA chose to deviate from the rule for two reasons: 1) THA believes that charging a for an unoccupied unit will serve as an incentive to the staff to get the unit leased because the program/property is paying a fee on a unit that is not occupied ; and 2) doing so will allow the administrative staff to budget on a known fee amount, along with covering overhead incurred by the agency whether a unit is leased or not.
5. Under the HUD Asset Management Model, the COCC financial information is reported as Business Activities. In THA’s LAMP, each activity area has its own Program Support Center (PSC), which is the equivalent of the COCC, and the PSC’s that support MTW will be included in the MTW Demonstration Program, and the Business Activities PSC will be included in Business Activities column on the FDS.

Program Support Allocation Detail - The following chart is based on the information in place at the time of the plan. There may be some changes in property that will impact the actual information in 2024.

Program Support Center Allocation Detail

Table 3: Total units & Program Support unit equivalencies

Program Support Center Unit Equivalencies - 2024 Projected					
Cost Center	Funding Source	CAH (MTW) Unit Equiv.	Tax Credit (MTW) Unit Equiv.	Business Activities (Non-MTW) Unit Equiv.	Total Units
Rental Assistance	Mod Rehab SR0003			30	30
	Mod Rehab SR0002			41	41
	Section 8 Vouchers	3,543			3,543
	Life Manor TPV Vouchers- Roll into MTW 07/01/12	150			150
	Hillside Terrace Relocation Vouchers	103			103
	Wedgewood - 50 Units managed UMS*	48			48
	New Fair Choice HCV - 2022	20			20
	Tahoma House	6			6
	EHV			135	135
	FUP Vouchers			125	125
	FYI Vouchers			75	75
	Mainstream Vouchers			78	78
	NHT Vouchers			100	100
	VASH Vouchers			267	267
	RAD Vouchers	RTH RAD Vouchers	456		
Bay Terrace 1 RAD Vouchers		26			Prop Mgt
Hillside Terrace RAD Vouchers		33			Prop Mgt
Salishan RAD units		290			Prop Mgt
Salishan 7				91	91
PH Units-THA	AMP 6	1			1
Property Management: Tax Credit Partnerships	Hillside Terrace 1-2		46		46
	Hillside Terrace 1500 Blk		16		16
	Bay Terrace		70		70
	Bay Terrace 2		74		74
	Renew Tacoma Housing		456		456
	Arlington Youth Housing		58		58
	Court F (Rise at 19th)		64		64
	Salishan 1		90		90
	Salishan 2		90		90
	Salishan 3		90		90
	Salishan 4		90		90
	Salishan 5		90		90
	Salishan 6		90		90
3rd Party Managed - 75 % equivalency	Highland Crest			54.75	73
	James Center North			22.5	30
	Alberta J Canada		36		48
	North Highland			26.25	35
	Outrigger Apts.			36.75	49
	Prairie Oaks			11.25	15
Totals		4,676	1,360	1,094	6,387

Real Estate Development	THA MTW Support	64			64
	THA as Developer			575	575
	<i>Development Unit Equivalents - 10% of Total Units</i>	64	0	575	
Total Units/Unit Equivalents - Agency		4,740	1,360	1,669	7,769
Program Support Center Equivalencies (% of All Unit Equivalencies)		61.01%	17.51%	21.48%	

Appendix C: THA's Emergency Operations

As learned through the COVID-19 pandemic THA may need to implement temporary changes to its activities to ensure continuity of operations and respond to the needs of THA staff, participants, and the general public. Emergency Operations may be implemented as needed when an emergency has been declared under national, state, local or Executive order. During that time, THA may use any of the following strategies to respond to the needs of the agency and our clients. They will be implemented as needed and as temporary activities under times of duress. MTW authorizations are provided at the end of this appendix in the *MTW Authorization of Emergency Operations Matrix*.

- **Defer end of participation dates:** Under normal circumstances, when a family reaches the end of their program term they are no longer eligible for assistance. This will allow us to continue to provide assistance to families who would have their assistance terminated for non-violation related reasons during a time of crisis.
 - *Related Activities: 3. Local Project-Based Voucher Program; 17. Housing Opportunity Program*
- **Extend Regular Recertification Due Dates:** A recertification is due on a regular schedule. During a recertification, we need to collect and verify household and income information to make sure households are still eligible for housing. We propose to push back recertifications by one year that are due during a time of crisis so that households and our staff can focus on immediate needs and health and safety.
 - *Related Activities: 5. Local Policies for Fixed-Income Households; 6. Local Policies for Non-Fixed-Income (Work-Able) Households*
- **Emergency Verification Policies:** At the time of a recertification and initial eligibility determination, we have to verify income information. This means that people have to give us hard copies of their paychecks, benefit letters, etc. As we see with COVID, it can be difficult to get this information as well as submit this information. During times of crisis, we propose to make income verification easier for everyone by accepting self-certifications over the phone, by e-mail or other means.
 - *Related Activities: 5. Local Policies for Fixed-Income Households; 6. Local Policies for Work-Able Households; 7. Local Income and Asset Verification Policy; 8. Local Interim Processing and Verification Policies (HCV/PH)*

- **Remove 90-day and 20% rule for Interims:** For households with a Section 8 voucher, their rent is based on their income. During normal operations, we only process an interim (change in their rent) if they have lost at least 20% of their household income and that decrease is expected to last more than 90-days. We propose to remove those requirements so that families can find relief during a crisis.
 - *Related Activity: 8. Local Interim Processing and Verification Policies (HCV/PH)*
- **Defer HQS Inspections:** Inspections require in-home visits and can require more than one trip to a single residence. During a time of crisis, we propose to defer regular and quality control HQS inspections to the household's next scheduled inspection date. This means that THA may accept a landlord's self-certification that the unit meets HQS or putting off these inspections until we have recovered from the crisis or until the next regular inspection is due, whichever is sooner. For quality assurance (QA) purposes and to retain program integrity, THA will increase its QA inspections and run targeted inspections on units with past of frequent HQS deficiencies.
 - *Related Activity: 25. Modify HQS*

MTW Authorization of Emergency Operations Matrix

Emergency Operation Type	Relevant THA MTW Activities	MTW Authorization (THA Standard MTW Agreement)	Reference to MTW Operations Notice - Appendix I, as applicable	Additional Notes
Defer end of participation dates	<ul style="list-style-type: none"> 3. Local Project-Based Voucher Program; 17. Housing Opportunity Program (HOP) 	Standard MTW Agreement: Attachment C Section D.2.a. and D.2.d.	7. Term-Limited Assistance. Term-Limited Assistance (HCV) HUD states “the agency [THA] is authorized to implement term limits for families residing in public housing or receiving voucher assistance.” (Main description, waiver 7)	THA is authorized to limit term assistance and abides by activity rules during normal operations. During emergency operations THA will amend the time limitation requirement to make it less restrictive for clients by deferring the end of participation.
Extend regular recertification due date	<ul style="list-style-type: none"> 5. Local Policies for Fixed-Income Households; 6. Local Policies for Non-Fixed-Income (Work-Able) Households 	Standard MTW Agreement: Attachment C Sections C.4 and D.1.c.	3. Reexaminations: Alternative Reexamination Schedule for Households and Self-Certification of Assets. HUD states “the agency [THA] may establish an alternative reexamination schedule for households.”	During emergency operations THA will alter its recertification schedule, as allowed through the MTW authorization.
Implement emergency verification policies	<ul style="list-style-type: none"> 5. Local Policies for Fixed-Income Households; 6. Local Policies for Non-Fixed-Income (Work-Able) Households; 7. Local Income and Asset Verification Policy; 	Standard MTW Agreement: Attachment C Section C.4, C.11, D.1.c, D.2.a, D.3.a, and D.3.b	3. Reexaminations: Alternative Reexamination Schedule for Households and Self-Certification of Assets HUD states “the agency [THA] is authorized to implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act	Per the Standard MTW Agreement, THA is authorized to adopt and implement any reasonable policy for verifying family income and composition and for determining resident eligibility that differ from the currently mandated program requirements. As required by HUD in the 1996 MTW Statute, THA will continue to determine the initial eligibility of the

	<ul style="list-style-type: none"> 8. Local Interim Processing and Verification Policies (HCV/PH) 	<p>and its implementing regulations... MTW agencies must continue to determine the initial eligibility of the family in accordance with provisions of 24 CFR 5.609."</p>	<p>family in accordance with HUD's PIH Notice 2018-18 and any subsequent guidance that supersedes.</p>
<p>Remove 90-day and 20% rule requirements</p>	<ul style="list-style-type: none"> 8. Local Interim Processing and Verification Policies (HCV/PH) 	<p>This refers to providing flexibility for a THA-imposed activity, not provided in Appendix I.</p>	<p>THA is authorized to define its own reexamination standards, payment standards and rent levels for tenant-based assistance during normal operations. During emergency operations THA will make its policy less restrictive for clients.</p>
<p>Defer HQS Inspections</p>	<ul style="list-style-type: none"> 25. Modify HQS 	<p>5. Housing Quality Standards (HQS).d. Alternative Inspection Schedules (HCV. HUD allows PHAs "to develop flexibilities around an HQS inspection's timing and frequency, the independent-entity requirement, and penalties for failing an HQS inspection..."</p>	<p>HUD provides PHAs the ability to set its own schedule for timing and frequency, which includes the flexibilities THA is seeking to establish. Furthermore, these provisions are included in the MTW Standard MTW Agreement.</p>