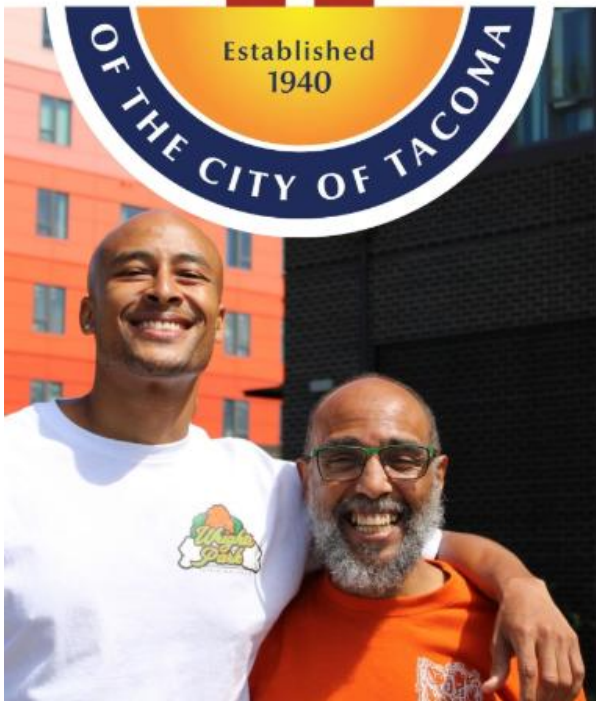




**TACOMA HOUSING AUTHORITY**



**2026** MOVING TO WORK PLAN



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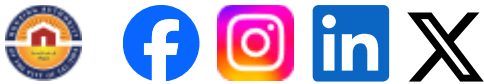
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# About Moving to Work (MTW)

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

Among the advantages of MTW are that it:

- Allows more flexibility in how THA spends federal funds;
- Provides opportunities for THA to expand housing choices for low-income families; and
- Supports cost reductions and improved cost-effectiveness in the use of federal resources.

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 in 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 Tacoma Housing Authority is working to meet the growing demand for affordable housing in a challenging environment marked by a tightening rental market, increased scrutiny and oversight, and limited resources. In 2026, the agency will continue to use its goals and values to guide decision-making in ways that align the agency's day-to-day activities and policy decisions with HUD's Moving to Work Statutory objectives. By doing so, Tacoma Housing Authority can continue to deepen its commitments to improving financial resilience, practicing innovation, increasing housing choice, promoting self-sufficiency, and reducing costs while increasing efficiency.

## Some enduring examples of our work include:

- **Increasing Housing Choice:** THA will kick off 2026 with the construction of Aviva Crossing's first housing units. Aviva Crossing began as a seven-acre strip mall near Tacoma Community College and Tacoma's most popular public transit center. THA leveraged partnerships with three separate development partners to bring several hundred new units of housing at different levels of affordability. These partners will bring attractive mixed-use and mixed-income housing to an amenities-rich part of Tacoma, which will offer residents easy access to services, schools, employment, and rapid transit connections. The first 129 units will come online in Spring 2026 and, through the use of THA's project-based vouchers, these units will be deeply affordable to extremely low-income households.
- **Promoting Self-Sufficiency:** THA will continue to offer its Family Self Sufficiency (FSS) and 2Gen programs in 2026. These critical programs help families set and meet goals to increase income, improve credit scores, and reduce debt. Participants also set goals focused on education, career growth, basic needs, child wellbeing and parenting.
- **Reducing Costs and Increasing Efficiency:** THA completed its data system conversion in 2024, significantly improving the agency's ability to enter, pull, and evaluate data in real time. Throughout 2026, THA will refine metrics and key performance indicators that track the agency's progress and continue to build its reporting and dashboard capabilities. This will help THA leadership and staff track programmatic outcomes and ensure we are on track with meeting our goals.

Ultimately, it is THA's MTW authority and single fund flexibility that enables the agency to fund and implement localized and effective strategies and programming. Because of THA's funding flexibility and MTW activities, the agency has increased capacity to add more affordable housing in the region, help households maintain their housing, enhance THA's financial stewardship, and maintain positive relations across Tacoma to serve as a trustworthy employer, contractor, and community partner.

## 2026 SHORT- AND LONG-TERM GOALS & OBJECTIVES

The strategic priorities identified below advance THA's mission to provide high-quality, stable, and sustainable housing as well as supportive services to people in need. The priorities, objectives, and goals will guide the agency's day-to-day activities and policy changes.

### Enhance our Financial Resilience and Sustainability

#### ***Related MTW Statutory Objective: Reduce Costs and Increase Efficiency***

- Ensure THA's financial health by increasing property income, reducing operational expenses, and closely monitoring both property-level and organizational financial metrics to maintain and enhance unrestricted cash flow.
  - THA's recurring income will exceed recurring expenses.
  - Unrestricted cash flow from the THA-owned and managed properties will remain stable or increase year-over-year.
- Build staff capacity and improve internal collaboration to work more efficiently and to reduce reliance on third party contractors, when cost effective.
  - Decrease communications contractor spending by 15% while increasing the number of projects by the same amount.
  - Reduce external legal costs through hiring and training a Senior General Counsel

### Add More Affordable Housing Throughout Tacoma and Pierce County

#### ***Related MTW Statutory Objective: Increase Housing Choice***

- Add more affordable housing through THA-led efforts and partnerships.
  - By 2028, THA will add 500 new units of housing through development or partnership.
- Optimize THA voucher utilization and unit occupancy to promote property financial health and housing stability.
  - Through 2028, maintain a 96% occupancy rate throughout the resyndication of Salishan 1-3 and Hillside 2300.

### Invest in Housing Stability and Community Vitality

#### ***Related MTW Statutory Objective: Increase Self-Sufficiency***

- Refine, maintain, and implement effective housing program management practices.
  - Increase internal audits to ensure 90% accuracy for all actions
  - 70% of THA's customers will be registered in Yardi, our customer relations management system.
  - 98% of annual recertifications will be processed at least 30 days prior to the effective date.

- THA's IT department will collaborate to develop uniform reporting processes for short and long-term data driven decision-making and analysis
- Offer services and agreements that keep people stably housed.
  - In THA's portfolio, aim to cure lease violations and prevent at least 65% of evictions that could have resulted from not curing the violation.
  - Collaborate with community partners to provide referrals for voucher holders who are in lease violations.
  - Educate community partners and landlords about changing housing regulations and local laws
- Offer programs or services to improve economic mobility
  - Increase positive outcomes of FSS graduates such that:
    - 80% of CoPs expected to expire in a year are due to successful contract completion (or voluntary withdrawal)
    - 80% of FSS graduates with an Increase Income Goal will increase income by 10%
    - 80% of FSS graduates with a Minimum of \$2000 savings account goal will have successfully met that goal
  - Increase the number of FSS Participants receiving financial coaching, such as increasing income, net worth, and credit score.
- Distribute rental assistance and other supports to increase the percent of households able to secure affordable housing.
  - THA will serve at least 98% of the same number of households served in 2010.
  - In 2025, house at least 5 high barrier voucher households per month.
- Invest in keeping our housing at a standard of high quality.
  - Rehabilitate and/or refinance at least 100 units of existing housing to improve quality of life for tenants & long-term viability of the property.
- Foster vibrant and connected communities.
  - Increase the formalized partnerships with health and well-being focused community-based organizations
  - Implement a system for soliciting customer feedback about community needs by the end of 2026.

### Serve as a great employer, contractor and community partner

- Foster a culture of connection and improve employee retention and satisfaction.
  - Maintain retention rate of 85% or higher.
  - By the end of 2026, fully develop and implement Essential Conversations, a more efficient and relevant performance management tool.
  - By the end of 2026, develop and implement written training plans for each position in the agency.
- Increase accessibility to make it easier for contractors to do business with us.

- Hire at least five businesses or organizations that are minority or women-owned business (MWBE) and/or meet HUD's Section 3 requirements
  - Process vendor and partner payments on time and implement systems that support those efforts (maintain a 90% on-time payment rate).
- Maintain consistent and mutually beneficial relationships with community partners across all sectors so we contribute to making Tacoma an even more desirable place to live, work, and recreate.

# 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<br>(AMP) NAME AND NUMBER | BEDROOM SIZE |     |     |     |     |     | TOTAL<br>UNITS | POPULATION TYPE* | # of Uniform Federal Accessibility<br>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 |
|-----------------------------|----------|---|------------------------|
| LIHI Lincoln Family Housing | 5        | No  | PBV VASH               |
|                             | <b>5</b> | <b>Planned Total Vouchers to be Newly Project-Based</b> |                        |

## 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                    |
| Aviva Crossing         | 129      | Leased/Issued                       | No   | Mercy Housing Family 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                     |
| Exley Apartments       | 12       | Leased/Issued                       | No   | PHS affordable housing units at 50% AMI or below |
| 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                               |

| PROPERTY NAME                                   | # of PBV | PLANNED STATUS AT END OF PLAN YEAR* | RAD? | DESCRIPTION OF PROJECT  |
|---|----------|-------------------------------------|------|---|
| 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  |
| Home at Last                                    | 30       | Leased/Issued                       | No   | YWCA Family Housing   |
| KWA Project on 15 <sup>th</sup> 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   |
| Patsy Surh Place                                | 20       | Leased/Issued                       | No   | PBV VASH  |
| Rialto Apts.                                    | 50       | Leased/Issued                       | No   | Pioneer Human Services (PHS) affordable housing units at 50% AMI or below |
| Salishan 1-7 <sup>1</sup>                       | 340      | Leased/Issued                       | No   | THA Family Housing  |

<sup>1</sup> 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                           |
|------------------------------------|--------------|--|------|--|
| 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 Apartments              | 14           | Leased/Issued  | No   | PHS affordable housing units at 50% AMI or below |
| The Rise at 19 <sup>th</sup>       | 64           | Leased/Issued  | No   | THA Family housing                               |
| Tyler Square                       | 15           | Leased/Issued  | No   | TRM Family Housing                               |
| Renew Tacoma Housing               | 456          | Leased/Issued  | Yes  | THA Senior/Disabled Housing                      |
| PBV VASH                           | 27           | Leased/Issued  | No   | Other 3rd party PBV VASH                         |
|                                    | <b>2,093</b> | <b>Planned Total Existing Project-Based Vouchers</b> |      |  |

## 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 to preserve affordable housing for households earning up to 80% of the area median income (AMI).   |
| Salishan phases 1, 2, 3, and Hillside 2300 are undergoing resyndication. The cash infusion will allow THA to complete substantial renovations to 316 homes. The scope of work will include new kitchen cabinets, flooring, appliances, roofs, windows, siding, etc. Due to the size and scope of the project, the renovations will take approximately two years to complete. |
| Predevelopment is currently underway for Hillside 1500. This project will increase the number of affordable housing units at the site from sixteen to approximately eighty. The construction phase of this project is anticipated to start in three years.   |

## 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 2026, which will be transferred to Operations. THA anticipates drawing down all currently available funds in 2025.

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   |
| Housing Choice Vouchers (HCV) Utilized***    | 48,880   | 4,073                                       |
| Local, Non-Traditional: Tenant-Based^        | 0  | 0   |
| Local, Non-Traditional: Property-Based^      | 4,872  | 406   |
| Local, Non-Traditional: Homeownership^       | 0  | 0   |

|  |               |              |
|--|---------------|--------------|
| <b>Planned Total Households Served</b> | <b>53,812</b> | <b>4,484</b> |
|--|---------------|--------------|

\* "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.

\*\*\* "Housing Choice Vouchers (HCV) Utilized" includes all SPVs within the MTW PHA's portfolio

^ 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* |
|---------------------------------|--|--|--|
| <b>Tenant-Based</b>             | Regional Approach for Special Purpose Housing/15 | 0  | 0  |
| <b>Property-Based</b>           | Creation & Preservation of Affordable Housing/16 | 4,872  | 406  |
| <b>Homeownership</b>            | 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><b>MTW Housing Choice Voucher/Portfolio</b></p> | <p>In early 2025, THA learned that the Emergency Housing Voucher (EHV) program would be ending earlier than anticipated and planned for. One of the agency’s main priorities is to ensure that no client loses their housing subsidy. As such, THA has determined it would seek to absorb EHV households into its programs. A cross-functional team is working creatively and diligently to assess how to do this. Options include creating a preference for EHV recipients to lease THA-owned units, transitioning EHV recipients to the Housing Choice Voucher or mainstream voucher program, or making referrals to project-based units operated by our non-profit partners. Because of this, THA will not be able to issue vouchers in 2026 and potentially in later years. Ultimately these circumstances will result in THA serving fewer families.</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. As of July 2025, unit turn times have decreased and the occupancy rate has been steadily increasing. Beginning in 2026 and at least through 2028, THA’s occupancy goal within its portfolio will be 96% to account for units we need to hold to relocate families impacted by the resyndication of several properties.</p> |
| <p><b>Local, Non-Traditional</b></p>               | <p>THA has made the difficult decision to redirect funding for its Local, Non-Traditional Tenant-Based Rapid Rehousing (RRH) program. THA is left with a critical funding gap because funding for the Emergency Housing Voucher (EHV) Program is ending earlier than anticipated. This funding change results in a potential risk for EHV households to lose their housing. THA has been working diligently to find solutions for these households. The agency will instead use the funds to help absorb EHV households into the HCV Program. Because THA will be serving fewer households without the LNT RRH program funds, THA anticipates not meeting its Substantially the Same (StS) obligations in 2026. It should be noted that in 2018, THA’s Board of Commissioners adopted a utilization target of 95% to account for THA’s funding and market challenges, of</p>  |

|  |   |
|--|---|
|  | which a 95% Substantially the Same baseline is considered substantially compliant by HUD (HUD Notice PIH 2013-02). <sup>2</sup> |
|--|---|

**Unique Households Served**

Number of unique households served annually through local, non-traditional rental services program such as short-term rental assistance, rapid rehousing, emergency housing, etc.

| Unique Households Served |
|--------------------------|
| N/A                      |

---

<sup>2</sup> For more details, please reference THA’s 2018 MTW Plan and BOC Resolution 2018-02-28.

## C. WAITING LIST INFORMATION

### Waiting List Information Anticipated

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 (indicating whether the waiting list is site-based or agencywide for public housing) 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 |
|--|---|--------------------------------------|---|---|
| <b>Housing Choice Voucher (HCV) Waitlist</b> | Agencywide waitlist for households to find housing on the private rental market through the HCV Program.  | 6,691                                | Open  | Yes   |
| <b>THA Family Property Waitlist</b>          | Agencywide waitlist for THA’s project-based and public housing units at THA-owned properties throughout Tacoma.   | 5,842                                | Open  | Yes   |
| <b>THA Senior/Disabled Property Waitlist</b> | Agencywide waitlist for THA’s project-based 1-bedroom units at THA-owned properties for households that are 62 years or older and/or have a disability. | 1,805                                | Open  | Yes   |

**Please describe any duplication of applicants across waiting lists:**

Households are allowed to apply for any waitlist in which they are interested, so the same household could appear across multiple waitlists if they signed up. THA recently switched to a new data system and will have access to more data in the future regarding trends and the frequency at which households sign up for multiple waitlists.

## 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 <sup>3</sup>  |
|--|--|
| <b>Housing Choice Voucher (HCV) Waitlist</b> | No changes planned.  |
| <b>THA Family Property Waitlist</b>          | In 2026, THA will explore the feasibility of implementing site-based waitlists, which could potentially provide more housing choice to applicants at the front-end when deciding for which waitlists to sign up based on their preferences and the types of units available at the property. |
| <b>THA Senior/Disabled Property Waitlist</b> | As stated above, THA is exploring the feasibility of implementing site-based waitlists, which would impact the THA Family Property Waitlist, as well as the THA Senior/Disabled Waitlist.  |

---

<sup>3</sup> Starting in 2024, THA began expanding 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.

# Section III. Proposed MTW Activities

### 3. Local Project-Based Voucher Program

***THA is re-proposing Activity 3: Local Project-Based Voucher Program.***

**Activity Description:** Through re-proposing Activity #3: Local Project-Based Voucher Program, THA seeks to amend this activity to waive the 24 CFR 983.205(b)(2) requirement that limits cumulative PBV contract extension terms to 40 years. Instead, THA would like to continue extending PBV contract terms for a project without any time limitations, so long as the recipient remains in good standing per the contract terms, and THA determines there is adequate funding and still a need for the PBVs at that location. THA would execute each extension for a term that does not exceed 20 years, per 24 CFR 983.205(b)(1).

When determining whether or not to extend an expiring PBV contract, the PHA will consider several factors including, but not limited to:

- The cost of extending the contract and the amount of available budget authority;
- The condition of the contract units;
- The owner’s record of compliance with obligations under the HAP contract and leases;
- Whether the location of the units continues to support the goals of deconcentrating poverty and expanding housing opportunities; and
- Whether the funding could be used more appropriately for tenant-based assistance.

***Related MTW Statutory Objective:*** This flexibility is related to the MTW statutory objective for cost-effectiveness. Administering PBVs is cost-effective for THA because it reduces the administrative burden of needing to cease partnerships with current PBV partners due to a regulatory time limit. It also helps us increase the amount of affordable housing in Tacoma since THA could maintain its partnerships that provide high-quality, affordable housing across Tacoma. These partnerships are difficult to come by due to capacity limitations in housing providers.

***Anticipated Implementation Timeline:*** THA would like to implement this activity January 2026, or once the FY2026 MTW Plan is approved by HUD. THA would like to utilize this activity for planning purposes, especially as we have four 3<sup>rd</sup> party PBV contracts whose initial contract term of at least 20 years is set to expire by 2030 and negotiations for contract extensions beyond the initial contract terms are soon approaching.

Cost Implications: There are cost savings for THA by removing this 40-year limit. Using a hypothetical scenario for a contract about to reach its 40-year limit and that has 30 PBV units in the contract, the following could occur:<sup>4</sup>

- If THA were to let the contract of 30 units expire once it reaches the 40-year limit and the funds were instead redirected towards housing families with HCV, there would be a cost increase of \$3,353 monthly for the contract of 30 PBV units. This is because, on average, the Housing Assistance Payment (HAP) per unit cost for HCVs is 10.6% higher than the HAP per unit cost for PBVs— \$1,110 per unit for HCV and \$998 for PBV.<sup>5</sup>
- If THA were to let the contract of 30 units expire once it reaches the 40-year limit and instead redirect the funding towards issuing a new Request for Proposal (RFP) for a different PBV project, there would be an approximate cost increase of \$2,010 per RFP.

THA would use the surplus from these cost savings to house more families and improve THA's housing and services.

Need/Justification for MTW Flexibility:

Authorizations: MTW Agreement, Attachment C, Section (D)(2)(d) – Authorizes THA to implement term limits for HCV units designated as part of the MTW demonstration and waives 983 Subpart E (PBV Housing Assistance Payment Contracts) as necessary; MTW Agreement, Attachment C, Section (D)(7)(a) – Allows THA to PBV PHA-owned units (directly or indirectly owned) without competition and waives Part 983 as necessary; and MTW Agreement, Attachment C, Section (D)(7)(b) – Allows THA to establish a reasonable competitive process or utilize an existing local competitive process for project-basing units.

Authorization is needed because engaging in an activity that waives the 40-year cumulative time limit per 24 CFR 983.205(b)(2) alters how THA would project-base units and award contracts. Once a PBV contract reaches 40 years of cumulative contract extensions, the agency is requesting to issue subsequent extensions if the following criteria are met: the recipient remains in good standing, per the contract terms, and THA determines there is adequate funding and still a need for the PBVs at that location.

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<sup>4</sup> To demonstrate the cost implications for this analysis, THA uses data from nine PBV contracts that are set to expire by year-end 2030. These contracts were signed with contract periods of at least 20 years, and by 2030, would be up for a contract extension for the first time. There were 30 PBV units on average in each contract.

<sup>5</sup> The HAP costs per HCV or PBV are based on Voucher Management System (VMS) reports submitted to HUD's Real Estate Assessment Center (REAC) Office from January – June 2025.

### ***THA's Continuation of Flexibilities under Activity 3:***

Please note the following elements of THA's local project-based voucher program were approved under this activity in 2011 and were implemented prior to this activity's re-proposal. THA intends to continue implementing these flexibilities:

- **Removing 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 and provide more deeply affordable units to low-income households.
- **Establishing 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).
- **Conducting In-house inspections:** THA conducts Housing Quality Standards inspections (including 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.
- **Implementing 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 RAD rules require THA to offer Choice Mobility vouchers to RAD-PBV tenants. In 2017, THA's board approved a revised version of this policy that made Choice Mobility available to all PBV tenants – given that certain criteria were met. PBV households that wish to exercise Choice Mobility must meet the following

requirements: 1) in good status/no debts owed; 2) one-time use policy 3) receive pre-issuance counseling; 4) unpaid tenant charges that could result in termination of voucher assistance. THA grandfathered in anyone who had a PBV before October 1, 2011.

- **Streamlining the PBV program for units not managed by THA:** THA allows individual project owners to manage their own waiting lists and tenant selection criteria. The changes have allowed THA to streamline many parts of the project-based program that were inefficient or unfair to those on the waitlist. In terms of additional changes that streamline the PBV program for units not managed by THA, THA is continuing to explore the possibility of setting payment standards for 3rd party managed PBVs at Low-Income Housing Tax Credit (LIHTC) rent levels, as opposed to using THA's payment standards, when appropriate.
- **Expanding Allowable Housing Types:** Since 2011, THA has been authorized to expand the definition of eligible housing types to include transitional housing, cooperative housing, and shared housing. The flexibility allows THA to project-base units targeted for special populations, such as those exiting the criminal justice system, homelessness, or the foster care system.
- **Unique Payment Standards:** For THA-managed PBVs, THA allows for the establishment of unique payment standards which may exceed tax-credit rents. Since 2011, THA has been authorized to establish unique payment standards for project-based programs, which may allow project-based rents to exceed tax credit rents.
- **Adjusting operations and policies, as needed, during times of declared emergencies:** In 2021, HUD approved a proposal that allows THA to adjust operations and policies, as needed, during times of declared emergencies. See Appendix C: THA's Emergency Operations. During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff and residents, clients, and applicants. (*See Appendix C: THA's Emergency Operations*).

Additionally, based on HUD's approval in THA's 2011 MTW Plan, program policies may include the following authorizations:

- THA may award project-based assistance to agencies and have them, in turn, identify an owner with whom THA will contract.
- THA may revise the manner in which advertising and solicitation is performed and how awards are publicized.
- THA may allow for project-specific wait lists and/or take agency referrals rather than establishing wait lists for special needs and homeless housing.
- THA is not required to take applicants directly off the HCV waitlist or advertise the availability of project-based waitlists on the HCV waitlist.

- THA may allow for unique preference and occupancy standards to be established for each of its project-based programs.
- THA is not required to offer continuing subsidy to participants leaving project-based units.
- THA may provide project-based assistance in another jurisdiction under an agreement with another agency.
- THA may allow project-based rules to mimic those of other government operating/rental subsidy sources in the case of development with mixed financing and when project-based subsidy is assigned to a former public housing development.

**Application to Special Purpose Vouchers:** THA is seeking approval to apply this activity to VASH PBV.

# 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.

**Application to Special Purpose Vouchers:** THA does not apply the flexibilities in this MTW activity to any of its Special Purpose Voucher (SPV) Programs.<sup>6</sup>

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

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

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<sup>6</sup> THA's Special Purpose Vouchers include vouchers from the following: Veterans Affairs Supportive Housing (VASH), VASH PBV, Family Unification Program (FUP), Foster Youth to Independence (FYI), Emergency Housing Vouchers (EHV), Non-Elderly Disabled (NED), Mainstream Vouchers (MSV), Tenant Protection Vouchers (TPV)

## 5. Local Policies for Fixed-Income Households

**Plan Year Approved, Implemented, Amended:** THA received authorization for this activity in 2011 and it was fully implemented in 2013.

**Description:** This activity is for households in which all adult members are either elderly and/or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI, or a pension. For these households, this activity includes the following:

- Annual recertifications are completed on a triennial schedule. THA may institute policies that could require recertifications on an annual schedule for households with less than \$5,000 in income.
- Eliminated the elderly/disabled deduction.
- Eliminated the dependent deduction.
- Eliminate medical deductions below \$2500.
- Implement 28.5% total tenant payment (TTP) to help offset the elimination of elderly/disabled deduction and simplification of medical expense allowances.
- Implement a tiered rent model based on adjusted income bands.
- Implement local verification policies as outlined in Activity 7.
- Implement a minimum rent of \$25 (and therefore eliminate utility allowance reimbursements).

THA's hardship policy for MTW-HCV households states that households may submit a written request for a hardship exemption if they are paying the minimum rent but are no longer able to do so due to financial hardship. For MTW elderly/disabled households they must meet one of the following requirements: (1) income changes will require the household to pay more than 40% of their income as rent; or (2) the household has zero income. THA's hardship policy also required households to obtain third-party documentation to show that they had applied for other hardship programs. THA recognized that this was an unnecessary burden for households and made it extremely difficult for those who income-qualified for a hardship to receive one. In 2020, THA revised its hardship policy to remove the third-party documentation requirements to make it easier and less burdensome for households to apply for hardship.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants. In 2021, HUD approved changes that will allow THA to implement policy changes as needed during times of declared emergencies. See Appendix C: THA's Emergency Operations.

Even after HUD's implementation deadline for the HOTMA (Section 102) Final Rule, THA will continue to eliminate the elderly/disabled deduction, dependent deduction, and any medical deductions below \$2500. Additionally, THA will continue to implement 28.5% TTP.

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: VASH PBV, FUP, FYI, EHV, NED, and MSV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity in the Plan year.

**Planned Significant Changes:** THA does not anticipate any non-significant changes to this activity in the Plan year.

## 6. Local Policies for Non-Fixed-Income Households<sup>7</sup>

**Plan Year Approved, Implemented, Amended:** THA received authorization for this activity in 2011 and it was fully implemented in 2013.

**Description:** THA used this activity to implement rent reform for non-fixed income (formerly called work-able) households in its federally subsidized programs. Under this plan, households that are not on fixed income [see footnote 7] are subject to the following rent policy:

- Complete recertification reviews once every 2 years instead of every year (biennial recertifications) with no “off-year” COLA-related rent adjustments unless interim is triggered;<sup>8</sup>
- Eliminate dependent deduction;
- Eliminate medical deductions below \$2500 and implement bands;
- Implement 28.5% TTP to help offset the dependent deduction;
- Implement a tiered rent model based on adjusted income bands;
- Implement local verification policies as outlined in Activity 7;
- Implement minimum rent of \$75 (and therefore eliminate utility allowance reimbursements).

This above rent policy allows THA to streamline the process of rent calculations and annual reviews. THA has made changes to forms and documents in order to administer the rent reform program successfully and continues to see staff time and cost savings because of the biennial review schedule.

THA’s hardship policy for MTW-HCV households states that households may request in writing a hardship exemption if they are paying the minimum rent but are no longer able to do so due to financial hardship. For MTW non-fixed-income (formerly called work-able) households they must meet one of the following requirements: (1) income changes will require household to pay more than 50% of their income as rent; or (2)

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<sup>7</sup> In the FY2025 Plan, THA changed the Activity title from “Local Policies for Work-Able Households” to “Local Policies for Non-Fixed Income Households” to increase consistency among program terms for minimum rent determinations and determining recertification schedules. In THA’s programs, fixed-income is defined as households in which all adult members are either elderly and/or disabled and at least 90% of total household income comes from a fixed source such as social security, SSI or a pension. Households that do not meet this definition are considered non-fixed income households.

<sup>8</sup> THA may institute policies that could require recertifications on an annual schedule for households with less than \$5,000 in income.

household has zero income. THA also requires that MTW non-fixed-income households show that they have applied for unemployment. THA's hardship policy previously required households to obtain third-party documentation to show that they had applied for other hardship programs. THA recognized that this was an unnecessary burden for households and made it extremely difficult for households who income-qualified for a hardship to receive one. THA removed this verification requirement.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants.

Even after HUD's implementation deadline for the HOTMA (Section 102) Final Rule, THA will continue to eliminate the dependent deduction and any medical deductions below \$2500. Additionally, THA will continue to implement 28.5% TTP.

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: VASH PBV, FUP, FYI, EHV, NED, and MSV; For VASH, a \$25 minimum rent applies to all non-fixed income (work-able) households.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity in the Plan year.

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

## 7. Local Income and Asset Verification Policy

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

**Description:** THA has implemented the following policies to streamline local income and asset verification processes:

- Allow tenants to self-certify assets valued at less than \$50,000.<sup>9</sup>
- Disregard income from assets valued at less than \$25,000.
- Eliminate earned income disallowance (EID).
- Exclude resident stipends up to \$500.
- Accept hand-carried third-party verifications and increase the number of days verifications are valid up to 180 days.
- Extend the authorization of the HUD 9886 form.
- Accept hand-carried verifications.

These changes allowed THA to further streamline inefficient processes and save both staff time while reducing the burden on clients to provide information that made little difference in rent calculation.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants. In 2021, HUD approved changes that will allow THA to implement policy changes as needed during times of declared emergencies. See Appendix C: THA's Emergency Operations.

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<sup>9</sup> THA increased the self-certification of assets from \$25,000 to \$50,000 in 2025 after receiving approval from HUD in the FY2025 MTW Plan. THA also clarified in the 2025 MTW Plan that after this initial self-certification of assets, no further verification of assets would be necessary. Beginning in 2026, this figure will be adjusted for inflation.

Even after HUD’s implementation deadline for the HOTMA (Section 102) Final Rule, THA will continue to disregard income from assets valued at less than \$25,000.<sup>10</sup>

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: VASH, VASH PBV, FUP, FYI, EHV, NED, and MSV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity in the Plan year.

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

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<sup>10</sup> Note that THA disregarding actual/imputed income from assets valued at less than \$25,000 is applicable for the determination of rental assistance, not for eligibility determinations, as all PHAs must comply with 24 CFR 5.618 *Restrictions on Assistance to Families Based on Assets* (net assets and property ownership) for eligibility determinations.

## 8. Local Interim Processing and Verification Policies (HCV/PH)

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

**Description:** The purpose of this activity is to streamline the interim review process. THA found that parts of its interim policy were causing more work than necessary. Because of that, THA will no longer require an interim increase for every income increase reported and will process interim decreases when the income loss is 20% or more of annual adjusted income. THA will also limit interims to two per recertification cycle. In 2013, a process improvement project led to THA accepting all interims online. The activity has worked well with THA providing support to clients who cannot use a computer and need assistance.

During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff, residents, clients, and applicants. In 2021, HUD approved changes that will allow THA to implement policy changes as needed during times of declared emergencies. See Appendix C: THA's Emergency Operations.

Even after HUD's implementation deadline for the HOTMA (Section 102) Final Rule, THA will continue to process interim decreases only when a household's income loss is 20% or more of annual adjusted income. Additionally, THA will continue its practice of no longer requiring an interim increase for every income increase reported, regardless of whether the income increase is from earned or unearned income.<sup>11</sup>

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: FUP, FYI, EHV, NED, and MSV. THA is seeking approval to apply this activity to: VASH and VASH PBV.

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<sup>11</sup> THA acknowledges that HOTMA Section 102 and PIH Notice 2023-27, Section I.2 distinguishes a difference when PHAs may process interims for increases in adjusted income for earned income vs. unearned income. THA also acknowledges that HOTMA Section 103 requirements will apply. When THA makes an initial determination that a Public Housing household is over-income during an interim reexamination, THA will conduct a second interim reexamination 12 months after the over-income determination, and then again 12 months after the second over-income determination, unless the household's income falls below the over-income limit during the 24-month period.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity in the Plan year.

**Planned Significant Changes:** THA does not anticipate additional authorizations for this activity during the Plan year.

## 11. Simplified Utility Allowance

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

**Description:** This activity streamlined the utility allowance (UA) given to THA’s clients and residents. Historically, THA’s utility allowances varied by building type, bedroom size, and type of fuel/energy used. These variables resulted in numerous possible utility allowance combinations that were difficult to explain to property owners and clients and often resulted in methodological misunderstandings. The new UA schedule was streamlined by eliminating the structure and energy type differentiators.

The Housing Authority has calculated the average utility allowance currently provided to housing choice voucher and public housing program participants, and revised allowances. The revision provides each household responsible for tenant-supplied utilities with the average allowance based upon unit bedroom size. Households have a more simplified explanation of utility allowance benefits, and the Housing Authority staff now selects an allowance based only on unit size instead of determining individual allowances for every unit leased.

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: VASH, VASH PBV, FUP, FYI, EHV, NED, and MSV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity for the Plan year.

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

## 12. Local Port-Out Policy

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this activity in 2012.

**Description:** This activity intends to reduce the number of invaluable housing dollars leaving Tacoma and the burden of administering port out vouchers while preserving portability in enumerate cases where it would advance important program goals. For these reasons, THA has limited the reasons a household may port-out. THA voucher holders are eligible to port-out when their circumstances through an approved Reasonable Accommodation requires so, or for situations covered under the Violence Against Women Act (VAWA) and educational/employment circumstances. Households may also port-out when the receiving housing authority will absorb the voucher.

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: FUP, FYI, NED, and MSV; for VASH PBV, THA utilizes this activity upon additional approval from the Department of Veterans Affairs.

**Planned Non-Significant Changes:** THA does not anticipate any modifications to the baselines or benchmarks during the Plan year.

**Planned Significant Changes:** THA does not anticipate additional authorizations for this activity during the Plan year.

## 16. Creation and Preservation of Affordable Housing

**Plan Year Approved, Implemented, Amended:** This activity was proposed in 2012 and implemented in 2012. This activity is to preserve and create affordable housing units under MTW. These units would be affordable housing units, not public housing and they will not require an operating subsidy. This activity was re-proposed in 2019 to include the use of MTW funds for Property-Based Rental Subsidies.

**Description:** The flexibility granted through this activity allows THA to acquire or develop affordable housing for households at or below 80% of AMI within the City of Tacoma. THA intends to allow eligible low-income families to reside in these units, including those who may be receiving HCV rental assistance. This activity allows THA to preserve affordable housing stock within Tacoma, especially in areas where rents are quickly becoming unaffordable. THA recognizes that this entire activity is under the parameters of PIH Notice 2011-45 and will abide by the notice when implementing this activity.

THA seeks to increase housing choices for low-income families using as many avenues as possible. THA uses this flexibility in various ways. The following details how THA has used MTW flexibility on the construction and acquisition of affordable housing units:

*Property-Based Subsidies:* In 2018, THA re-proposed the activity to utilize its flexibility to place property-based subsidies. Property-Based Rental Subsidies are contributions to properties that agree to make its units available at a rental price affordable to very low-income households. THA contracts with property owners who agree to these terms and in return THA would make contributions to the property based on a negotiated contract where the tenant contribution plus the subsidy would not exceed the market value of the unit based on a rent comparability study. Eligible unit and housing types include but are not limited to: shared housing, cooperative housing, transitional housing, high-rise buildings, hotels/motels, and tiny homes. THA has a goal of using property-based subsidies in up to 750 units.

*Development and Acquisition:* THA seeks to acquire existing rental housing in neighborhoods where THA does not have a strong presence to preserve housing affordability. Acquiring existing rental housing that is affordable to households earning 80% or less of the AMI is one of THA's rental housing preservation strategies. Under this activity, THA is able to activate its broader use of funds ability so the agency could spend MTW dollars on construction and acquisition of affordable housing units. THA is leveraging its capacity as an MTW agency to pursue the following projects that are in THA's Real Estate Development pipeline, some of which may utilize MTW dollars:

- (1) Housing Hilltop – Housing Hilltop provides 4-8 story buildings with a mix of retail and/or commercial space on the ground floor and a mix of very low-income and workforce housing units (up to 60% of AMI) in a mix of bedroom

configurations. Most of the units are 1 and 2-bedrooms, although some larger-sized units are included for large families. The four buildings have some shared amenities and parking. The four parcels share an alley which THA plans to include as active space by doing creative alley activation projects to enhance the living experience for residents and to build community in the neighborhood. Financing has been a combination of THA unrestricted funds, private debt, and tax credits.

Phase I consisted of the development of 57 studio units of permanent supportive housing for individuals exiting homelessness. This project, referred to as Hilltop Lofts, was done with a local non-profit partner. Construction was completed and the lease-up process began at the end of 2022. Phase II was orientated toward low-income individuals and families in a mix of studio, 1-, 2- and 3-bedroom units. THA developed 231 affordable housing units with 13,000 square feet of commercial retail space. The North and South buildings were completed in 2024.

- (2) *1800 Hillside Terrace* (The Rise on 19<sup>th</sup>) – MTW funds were used to develop what is now referred to as the Rise on 19<sup>th</sup>, formerly Hillside Terrace. Phase I and II are completed and fully online. The Rise provides 64 units of deeply affordable housing for homeless individuals and small families, as well as people with disabilities and other low-income households.
- (3) *James Center North / Aviva Crossing* – THA acquired a 7-acre retail and commercial area that poses a good transit-oriented development opportunity. It is also directly across the street from the Tacoma Community College and close to transit, shopping, and entertainment. THA has been working with local housing partners on the sale and development of affordable units in West Tacoma. The first 129 units will be coming online spring 2026. These multifamily properties will offer a mix of commercial and retail space, along with market-rate rental housing. It is anticipated that this development will add households sufficient to support the retail and commercial spaces while offering a high-quality, mixed-income project that will add vitality to the neighborhood.
- (4) *1500 Block* - THA proposes to redevelop a property referred to as the 1500 Block. This property will be redeveloped with one and two-bedrooms that are conducive to low-income individuals and small households using LIHTC.
- (5) *Intergenerational Housing (Hillsdale Heights)* – THA is exploring an intergenerational housing project that will serve a multigenerational community where children who have experienced trauma can receive love and care from

kinship and adoptive parents and live in a community with seniors who by living there agree to be respite caregivers, honorary grandparents, and tutors to the families.

*Re-syndication:* THA is using this activity and may use MTW funding to explore options for re-syndication for eligible properties. THA is considering bringing in a new lender and investor to finance the rehabilitation of THA's Hillside 2300 and Salishan 1-3 Properties. The four properties already met their 15-year tax credit compliance period, which began in 2002 (Hillside 2300) and 2005 (Salishans 1-3). Completing the re-syndication would introduce new opportunities for rehabbing the properties and potentially obtaining new credits based on how much is spent on acquisition and rehabilitation.

**Application to Special Purpose Vouchers:** THA does not apply the flexibilities in this MTW activity to any of its SPV Programs.

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

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

## 18. Elimination of the 40% Rule

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this program in 2013 after receiving MTW approval.

**Description:** THA used this activity to waive the 40% cap on the percentage of income spent on rent. The goal is to allow for maximum resident choice in the voucher program and to substantially increase the participant's ability to understand the program and lease up more quickly. This activity has allowed more households in THA's voucher programs to lease units that they would have not had the opportunity to lease in the past. In addition, staff have saved time explaining the 40% rule to clients.

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: FUP, FYI, EHV, NED, and MSV. THA is seeking approval to apply this activity to: VASH.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes to this activity for the Plan year.

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

## 19. Modify the Family Self-Sufficiency (FSS) Program

**Plan Year Approved, Implemented, Amended:** THA proposed and implemented this program in 2013 after receiving MTW approval.

**Description:** Through its MTW flexibility, THA modified the way we calculate escrow payments to be simpler and provide clearer guidelines for participating families. THA has designed a savings calculation method under which families may qualify for one or more pay points. Pay points will be calculated and credited at the end of the FSS contract term and only if the family provides credible and verifiable documentation that show they qualify for each of the pay point credit types. Clients have reported the escrow is motivating and easier to understand. THA has also seen staff time saved, and the time is now being spent on direct service. Below are examples of pay points:

- \$2,000 Maintain 32 hours/week employment for a minimum of 6 consecutive months
- \$1,000 Complete ESL classes; Levels 1-5, \$200 per level
- \$100 Receive a certificate of successful completion of financial literacy
- \$3,000 Complete educational goals such as a GED, degree from an accredited school/college, vocational certificate, etc. Maximum escrow credit for achieving educational goals is \$3000 per family.
- \$500: 0-6 months vocational training certificate
- \$750: 7-12 months vocational training certificate
- \$1,000: 13-24 months vocational training certificate
- \$1,500-Associate degree
- \$2,000-Bachelor's degree

In addition, THA has removed the requirement that households need to be off cash assistance for 12 consecutive months prior to program graduation as a determinant to access escrow funds.

**Application to Special Purpose Vouchers:** THA does not apply the flexibilities in this MTW activity to any of its SPV Programs.

**Planned Non-Significant Changes:** THA has been assessing its FSS program to better meet the needs of participants. In FY 2026, THA may explore changes to its pay points structure and broadening who is eligible to receive escrow. THA may also include additional changes to its FSS program that may impact its program eligibility or types of services rendered by FSS staff. No additional waivers are needed to implement these changes.

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

## 22. Exclude Excess Income from Financial Aid for Students

**Plan Year Approved, Implemented, Amended:** This activity was proposed in the 2014 MTW Plan. This activity was implemented in 2020.

**Description:** The purpose of the activity is to further encourage self-sufficiency among participants and streamline administrative processes. To achieve this aim, THA modifies the administration of the full-time student deduction by excluding 100 percent of a student's financial aid. THA does this for its tenant-based voucher programs and THA residents living within THA's portfolio. THA excludes excess income from student financial aid from the income calculation used to determine initial income eligibility into THA programs and for a household's calculated income for re-certifications and interims. Additionally, this policy is applicable to all student members of the household, including the head, co-head, or other adult household member enrolled full or part-time.

Even after HUD's implementation deadline for the HOTMA (Section 102) Final Rule, THA will continue to exclude 100 percent of a student's financial aid from the income calculation used to determine initial income eligibility into THA programs and for a household's calculated income for re-certifications and interims. This includes all student financial aid for any student members of the household enrolled full or part-time, regardless of the source of the loan (on which the HOTMA final rule has put additional restrictions).

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: FUP, FYI, EHV, NED, and MSV. THA is seeking approval to apply this activity to: VASH and VASH PBV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes in the Plan year.

**Planned Significant Changes:** THA does not anticipate any significant changes in the Plan year.

## 24. Rental Assistance Success Initiative (formerly) Local Security and Utility Deposit Program

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in its 2014 MTW Plan and implemented the program in January 2016. THA had a minor amendment in 2019.

**Description:** Initially this activity was solely a security deposit assistance program that was open to THA applicants in its Tacoma Public Schools Special Housing Project, its College Housing Assistance Program, and any of THA's affordable housing applicants/residents who needed assistance in order to move into a unit. THA realized that many households did not have the resources to pay the security deposit once they reached the top of the waitlist and were offered a unit. This program ensured that families could afford to move into the unit when they came to the top of the waiting list. It would also reduce the number of unit turndowns THA receives. For those moving into THA properties, in order to receive assistance through the Security Deposit Assistance Program (SDAP), the household must be at/or below 80% AMI.<sup>12</sup>

In addition to SDAP, THA modified the program in its 2019 Plan to expand the flexibility within this activity to include potential incentive programs to encourage property owner participation and retention in THA's rental assistance programs. THA may use its MTW authority to operationalize a landlord incentive program that includes benefits to landlords such as potential retention bonuses and establishing a vacancy loss and payment policy.

THA is using its MTW authority to implement additional programs and activities that will lead to increased participation and utilization of its highly valued housing assistance. THA has focused on developing strategic relationships with landlords to strengthen relationships and created a dedicated position to lead this work. In addition to cultivating stronger relationships with landlord partners for THA's voucher program, this position facilitates the gathering of the Landlord Advisory Board, which helps advise on numerous policy changes and industry issues throughout the year. This position works with the City of Tacoma on the Landlord Education program, a joint initiative between the Tacomaprobono Community Lawyers Housing Justice Project, and a private landlord owned company Landlord Solutions. Additionally, this position helps lead the organization of the Annual Regional Landlord Symposium.

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<sup>12</sup> While 80% AMI or below is the minimum requirement to be eligible for SDAP assistance, THA generally provides assistance for households at much lower levels of AMI. Approximately 80% of THA voucher holders are under 30% AMI.

Beginning in 2022, THA has made investments towards housing navigation assistance for THA voucher holders. THA hired dedicated housing navigators, which have been critical to managing the agency's in-house THA's Housing Provider Vacancy List, a web-based portal that centralizes the list of vacant units through THA's landlord partner network. Housing navigation assistance is provided to program participants who tend to have greater barriers, and the navigation support provides the tools, resources, and advocacy needed to lease up faster in this tight rental market. The housing navigators work with THA voucher holders one-on-one. They promote events occurring at apartment complexes hosted by landlord partners which are intended to reach THA voucher holders and clients looking for homes.

**Application to Special Purpose Vouchers:** THA is seeking to apply this approved activity to the following SPV types: VASH, VASH PBV, FUP, FYI, EHV, NED, and MSV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes in the Plan year.

**Planned Significant Changes:** THA does not anticipate any significant changes in the Plan year.

## 25. Modify Local Inspections (HQS and NSPIRE)

**Plan Year Approved, Implemented, Amended:** THA proposed this activity as an amendment in its 2019 Plan and received HUD approval in 2019.

**Description:** THA must inspect all units for Housing Quality Standards (HQS) to ensure that federally-assisted units are safe, clean, and decent. THA made some modifications to its HQS processes to achieve staff time savings and reduce the time a THA client must wait until they are permitted to move in. These modifications aim to reduce the administrative burden upon both THA and landlords and to encourage Tacoma housing providers to rent to THA voucher holders. To achieve these goals THA made the following changes:

1. In lieu of re-inspections for a failed HQS initial inspection, landlords may provide evidence that fail items that are outside of THA's prescribed 'life-threatening' category have been cured. THA clients may move into the unit quicker since they no longer have to wait for an additional inspection to be completed. Landlords are still required to cure fail items within 30 days and THA will still conduct annual HQS inspections and audit inspections for quality control.
2. To achieve staff time savings THA will accept a "Certificate of Occupancy" issued by the City of Tacoma in lieu of an initial inspection. Future periodic HQS and audit inspections will still be completed to ensure quality control.
3. To further streamline THA's HQS processes, THA will negotiate its own contract rents and determine rent reasonableness. This is broadly applied to all THA-owned, managed or subsidized units.
4. In lieu of an initial inspection completed by Rental Assistance HQS Inspection Staff, THA may accept "self-certified inspections" from Property Management staff for THA-Owned Units. Qualified and trained PM staff may certify that the unit has been inspected and that the property meets HUD and THA HQS inspection standards. These self-certifications would be documented through the submission of an HQS inspection checklist for each unit. Rental Assistance HQS Staff would then QA a certain percentage of these units, no less than 10%, each year. Eligible units are those owned by THA directly or in partnership with THA. Only units with construction dates after 1978 would be eligible for participation. During the QA process, should THA find any items that fail inspection, THA would require that all fail items be resolved just as we do with other standard inspection requirements. Furthermore, if less than 80% of inspections of the randomly selected QA inspections pass, THA would QA another sample and repeat the process as deemed necessary.
5. Pre-inspections could be allowed for any units that previously had an HCV tenant and/or for units owned by landlords that express interest in renting to a voucher holder. Pre-inspections could be good for 90 days. THA received HUD approval for, but not yet implemented, policies surrounding pre-inspections.

6. THA received approval for a triennial inspection schedule for its housing portfolio (units owned and managed by THA) to streamline the inspection process and reduce disruption to residents' lives. THA's Portfolio includes units layered with PBV assistance and LIHTC which both require regular inspections.
7. Additional flexibilities for which THA received approval by HUD, but has not yet been implemented, include policies around self-certified initial inspections. Once implemented, THA would allow properties in good standing -- defined as units that have passed an inspection in the last 12 months-- to self-certify initial inspections. THA will continue to track, report, and provide QA audits on units up to 10% of the time for those units. No additional waivers are needed to implement these changes.

In 2021, HUD approved a proposal that allows THA to adjust operations and policies, as needed, during times of declared emergencies. See Appendix C: THA's Emergency Operations. During the COVID pandemic, HUD waived certain program requirements and rules that helped public housing authorities respond to the pandemic. Using MTW flexibility, THA has adopted similar waivers for future use during times of emergency that would significantly disrupt daily operations for THA staff and residents, clients, and applicants.

THA implemented NSPIRE inspection standards in October 2024. THA will continue to use the existing MTW flexibilities under this activity for conducting its NSPIRE inspections (formerly HQS).

**Application to Special Purpose Vouchers:** THA is applying this activity to the following SPV types: FUP, FYI, EHV, NED, and MSV. THA is seeking approval to apply this activity to: VASH and VASH PBV.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes in the Plan year.

**Planned Significant Changes:** THA does not anticipate any significant changes in the Plan year.

## 26. Local Homeownership Flexibilities

**Plan Year Approved, Implemented, Amended:** THA proposed this activity in 2024 and implemented this activity in 2025.

**Description:** THA received approval to implement flexibilities to its Homeownership Program that waives the 10- to 15-year time limit requirement for households that do not qualify as elderly or disabled to align with the term of the household’s mortgage loan. Under this activity, households will be able to receive assistance for the term of the original mortgage, not to exceed 30 years.

Though THA stopped issuing homeownership vouchers in 2011, THA is looking to reinstate homeownership as a special housing option in the future; as part of this, THA wants to ensure components of its Homeownership Program are based on evidence-based practices to increase homeownership access and keep participating households stable in their homes.

**Application to Special Purpose Vouchers:** THA does not seek to apply the flexibility in this MTW activity to any of its SPV Programs.

**Planned Non-Significant Changes:** THA does not anticipate any non-significant changes in the Plan year.

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

## 27. Local Payment Standards Policy

**Plan Year Approved, Implemented, Amended:** THA proposed and received approval for this activity in 2024. THA implemented most components of the activity in 2024. THA implemented the shared housing payment standard and corresponding rent reasonableness determination in 2025.

**Description:** This activity enables THA to operate a more localized payment standards policy that is responsive to the Tacoma housing market and brings THA's operational policies more in alignment based on other MTW flexibilities.

### *Amended Calculation for Shared Housing Payment Standard & Rent Reasonableness Determination:*

THA will set the payment standard for shared housing at 80% of the payment standard for a unit of the same bedroom size. This formula, based on a percentage of the payment standard for a unit of the same bedroom size, is an alternative as opposed to following the HUD-prescribed shared housing calculation at §982.617(c). THA will regularly assess at which percentage this figure is based to ensure we are meeting the anticipated outcome of providing voucher holders interested in shared housing with affordable living options and doing so at rates commensurate to the general voucher population. For shared housing, utility allowances (UAs) will be calculated in a manner consistent with the HCV Program, but at a prorated rate of 80% of the amount identified in THA's tiered rent schedule for the appropriate bedroom size and income level of the household.

Finally, as part of this flexibility, THA will update the rent reasonableness policy for shared housing. For shared housing situations, THA will conduct rent reasonableness determinations in this order of priority:

- A) Identifying comparables for available rooms found on 3rd party websites, including but not limited to the following:
- craigslist.org
  - facebook.com
  - Apartments.com
  - forrent.com
  - padmapper.com
  - Zillow.com; or
  - Another website with rental housing listing services for shared housing.

When option A is not available, due to not being able to identify enough units with a comparable proximity, unit type, or due to the legitimacy of listings (Note: THA staff have noted websites like Craigslist often have scams that have deterred identifying comparable rents), staff may opt for option B, which is:

B) Identifying comparable units that fall within 80% of the reasonable rent for a unit of the household's bedroom size. THA will utilize rent reasonableness methods as described in section 8-III.D of THA's Admin Plan to determine the reasonable rent for the household's bedroom size and will check that the combined rent for all rooms rented by the household in the shared housing situation does not exceed 80% of reasonable rent for the bedroom size.

*Adjusting timelines to decrease in the payment standard amount during the HAP contract term:*

THA will adjust the timeline when the household's updated Housing Assistance Payment (HAP) is adjusted as a result of a decreasing the payment standard during a HAP contract term. THA will have the decreased payment standard amount effective for the household when THA provides at least 12 months' notice to households. By waiving HUD's regulations at § 982.505(c)(3)(i) and providing at least 12 months' notification for households of this payment standard change after it has taken effect, this puts a reasonable timeline for the new HAP amounts to be implemented and considering the cost-effectiveness of HAP funds.

*Expanding Range of Approved Payment Standards:*

THA will expand its range of approved payment standards so that they may fall between 80-120% of the HUD Fair Market Rents (FMRs) without seeking additional HUD approval, as would typically be the case under 24 CFR 982.503 (c) and (d).

THA's Data Analyst regularly conducts a rigorous analysis to determine payment standards. The analysis and subsequent recommendations are based on three main indicators:

- 1) **Rent Burden:** This indicator measures the percentage of households, for each unit size, that are paying more than 30% of their monthly adjusted income towards rent. When 40% or more of households are paying more than 30% of adjusted monthly income as the household share, THA will consider increasing the payment standard.
- 2) **Voucher Success:** This indicator compares voucher success rates for households issued vouchers in Q1 of the most recent year to last year's overall success rate. It also looks at success at 210 days and 90 days of voucher issuance.

- 3) **Comparison of Current Payment Standards, Fair Market Rents, THA Contract Rents, and Average Market Rents:** This indicator compares FMRs, Payment Standards, CoStar Market Rent, THA Contract Rent, and New THA Contract Rent by Unit Size. There are several comparisons examined: a given year's payment standard to the forthcoming FMR; new contract rents to current contract rents; and a year-over-year percentage change to the new THA contract rents compared to the FMR and CoStar market rent data to see relative changes as a gauge for prediction over time.

**Application to Special Purpose Vouchers:** THA is applying all the elements of this approved activity to the following SPV types: FUP, FYI, NED, and MSV. For EHV and VASH, THA seeks to only apply flexibility for the amended calculation for the shared housing payment standard and rent reasonableness.

**Planned Non-Significant Changes:** THA does not anticipate additional authorizations for this activity during the Plan year.

**Planned Significant Changes:** THA does not anticipate additional authorizations for this activity during the Plan year.

## B. NOT YET IMPLEMENTED ACTIVITIES

N/A

## SECTION C. ACTIVITIES ON HOLD

**20. MTW Seed Grants:** THA implemented this program in 2013 after receiving MTW approval. THA proposed this activity so, if needed, the agency could provide seed grants to service provider partners to increase their capacity to serve THA households. The grants would be specific to helping non-fixed-income (work-able) households increase earned income and become self-sufficient. THA used this activity to provide three job skills and soft skills trainings for households in 2013. In recent years, THA kept this activity in the implemented section of the MTW Plan in case there were opportunities to use seed grants to support the agency's goals of increasing the number of customers and low-income Tacoma residents hired by THA or its partners and expanding opportunities for training and certifications for residents. In 2026, THA will place this activity on hold since there are no plans to provide seed grants. THA will close out the activity in the next Annual MTW Report if there have been no plans for reactivation by year-end.

**15. Regional Approach for Special Purpose Housing:** THA received authorization for this activity in 2012 and used this activity to implement its local, non-traditional housing programs in 2013. Until 2025, THA used this activity to add funds to the existing local infrastructure that provided housing assistance and services to families and young adults experiencing homelessness within the Tacoma/Pierce County area through investments in Rapid Rehousing (RRH). Additionally, through this activity, from 2020 to 2022, the Tacoma Schools Housing Assistance Program (TSHAP) assisted McKinney-Vento-identified families with prevention supports, diversion, or RRH, depending on a family's particular needs. Starting in 2025, this activity was placed on hold due to the agency's difficult decision to stop funding. In 2025, THA was left with a critical funding gap because HUD announced that funding for the Emergency Housing Voucher (EHV) Program was ending earlier than anticipated. This funding change resulted in a potential risk for EHV households to lose their housing. THA has been working diligently to find solutions for these households. The agency decided it would instead use the funds typically allocated for this activity to help absorb EHV households into the HCV Program. Should the funding landscape change in the future for EHV and other at-risk voucher programs, THA plans to reactivate this activity.

## SECTION D. CLOSED OUT ACTIVITIES

**2. ESHAP:** THA proposed and implemented this activity in 2011 and closed this activity in 2019. The activity began as a pilot program to assist homeless families enrolled at McCarver Elementary School. McCarver was known for its high transient rates. The initial design was intended to stabilize families enrolled at McCarver Elementary and as a result, positively impact the high rates of transiency at McCarver. Since its implementation, ESHAP has seen changes to its program structure – which included lifting program participation requirements, expanding eligibility for enrolled families to other elementary schools, and providing a subsidy similar to THA’s traditional HCV model. After evaluation and community consultation, ESHAP will be expanded but also redesigned to function more similarly to the Coordinated Entry model. This will be done in partnership with Pierce County and the Tacoma Public School District. This activity has been closed out and metrics and data regarding future TSHAP families will be reported under Activity 15.

**4. Allow Transfers Between Public Housing and Voucher Waitlists** This activity was proposed and implemented in 2011. THA created transfers to make it easier for families to move to a unit that better meets their needs. Households on the public housing transfer list can be issued a voucher if there are no units that meet their needs. The activity has made it easier for reasonable accommodation clients to find units that meet their needs. THA’s portfolio is almost completely PBV, making this activity obsolete. THA closed this activity in 2022.

**9. Modified Housing Choice Voucher Activity:** THA proposed this activity in 2011 and has yet to implement it. The activity proposed to modify the annual inspection process to allow for biennial inspections of qualifying HCV units (instead of yearly). Since HUD guidance was released on biennial inspections allowing any PHA to perform them, this activity was closed out in 2015.

**10. Special Program Vouchers:** THA proposed this activity in 2011 and has yet to implement it. The initial idea was to establish a Special Program Voucher program similar to the project-based voucher program. Vouchers were to be awarded to service partners for a special purpose or a special program, in which case service partners would be responsible for designing the program and THA would oversee the administration of these vouchers through an annual reporting and/or audit process. Because this activity was proposed before HUD issued guidance on local non-traditional (LNT) programs and THA has since implemented LNT activities (Activities 15 and 16), THA closed this activity in the 2025 MTW Plan.

**13. Local Blended Subsidy:** THA proposed this activity in 2012 but has not implemented it. The activity was created so that THA could create a local blended subsidy (LBS) at existing and, if available, at new or rehabilitated units. The LBS program would use a blend of MTW Section 8 and public housing funds to subsidize units reserved for families earning 80 percent or below of area median income. Because of the complicated nature of this activity, THA has not implemented it. THA has been approved for a RAD conversion in 2014/2015 which caused this activity to be

closed out in 2015. The units may be new, rehabilitated, or existing housing. The activity is meant to increase the number of households served and to bring public housing units off of the shelf.

**14. Special Purpose Housing:** THA proposed this activity in 2012 and has not implemented it. The activity was meant to utilize public housing units to provide special-purpose housing and improve the quality of services or features for targeted populations. In partnership with agencies that provide social services, THA would make affordable housing available to households that would not be admitted to traditional public housing units. With this program, THA would sign a lease with partner agencies to use public housing units both for service-enriched transitional/short-term housing and for office space for community activities and service delivery. The ability to designate public housing units for specific purposes and populations allows units to target populations with specific service and housing needs and specific purposes, such as homeless teens and young adults. Because of the RAD conversion, THA closed this activity in 2015.

**17. Housing Opportunity Program (HOP):** This activity was proposed and initially implemented in 2013, with additional program requirements added in a 2014 re-proposal. From 2013 – 2022, all new admissions to THA’s tenant-based voucher program received a fixed subsidy (HOP) as opposed to a subsidy based on income. The fixed subsidy was determined by the household size at admission and 50% of the current payment standard. Non-fixed-income (work-able) households were subject to five-year term limits, whereas elderly/disabled households may receive assistance indefinitely. Through the use of targeted funding, THA also provided a limited number of HOP subsidies to two programs: the College Housing Assistance Program (CHAP), in which THA partnered with the Tacoma Community College (TCC) to provide rental assistance to TCC’s population of homeless and near homeless students; and the Children’s Housing Opportunity Program (CHOP), in which THA partnered with the Department of Children, Youth and Families (DCYF) to provide rental assistance to families who needed housing to prevent or shorten their child’s foster care placement or to house a teenager aging out of foster care who otherwise would begin his or her adulthood in homelessness.

THA initially made the decision to feature fixed and time-limited subsidies for non-fixed-income (work-able) households with the intention of reaching more households. However, THA completed an assessment in 2021 of HOP participants and found that HOP participants had less positive outcomes than traditional HCV participants whose vouchers were income-based and not time-limited. Because of these results, the THA Board of Commissioners approved of the sunset of the Housing Opportunity Program effective May 2022. As of year-end 2023, all households who were originally issued HOP, CHAP, or CHOP subsidies successfully transferred to the HCV Program so THA closed this activity in the 2023 MTW Report.

**21. Children’s Savings Account:** This activity was proposed in the 2014 MTW plan and implemented in the fall of 2015 as a pilot within the Salishan community. To date, THA offers children’s savings accounts (CSAs) to the children living among all 12 of its managed properties. The program is aimed at developing a savings habit among students and their families and improving graduation rates, college and career

preparation and enrollment. The program includes: A partnership with the Washington State 529 Guaranteed Education Tuition (GET) program, as well as post-secondary planning and navigation supports. THA is still operating the Children’s Savings Account Program, but under a larger asset building initiative, the Two Generational Program (2Gen). 2Gen provides targeted resources, programming, and staff support to participating children and adults for families that have a child attending middle school or high school. Wrap-around services include social-emotional supports, place-based educational programming, and direct support for families to build assets to improve their economic mobility. Because THA is not utilizing any regulatory waivers to operationalize the Children’s Savings Account program, THA will close out the activity but continue reporting on CSA and its larger 2Gen initiative in *Section V: Planned Application of MTW Funding Flexibility*.

# Section V: Planned Application of MTW Funds

## A. PLANNED APPLICATION OF MTW FUNDS

| Estimated Sources of MTW Funds  |  |               |
|---|--|---------------|
| The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item. |  |               |
| FDS Line Item   | FDS Line-Item Name                     | Dollar Amount |
| 70500 (70300+70400)   | Total Tenant Revenue                   | \$19,000      |
| 70600   | HUD PHA Operating Grants               | \$70,445,000  |
| 70610   | Capital Grants                         | \$14,000      |
| 70700<br>(70710+70720+70730+70740+70750)  | Total Fee Revenue                      | \$3,509,000   |
| 71100+72000   | Interest Income                        | \$40,000      |
| 71600   | Gain or Loss on Sale of Capital Assets | \$0           |
| 71200+71300+71310+71400+71500   | Other Income                           | \$25,000      |
| 70000   | Total Revenue                          | \$74,052,000  |

### Estimated Application of MTW Funds

The MTW PHA shall provide the estimated application of MTW funding in the plan year by Financial Data Schedule (FDS) line item. Only amounts estimated to be spent during the plan year should be identified here; unspent funds that the MTW PHA is not planning on expending during the plan year should not be included in this section.

| FDS Line Item   | FDS Line-Item Name                               | Dollar Amount |
|---|--|---------------|
| 91000 (91100+91200+91400+91500+91600+91700+91800+91900) | Total Operating - Administrative                 | \$17,401,000  |
| 91300+91310+92000                                       | Management Fee Expense                           | \$0           |
| 91810   | Allocated Overhead                               | \$0           |
| 92500 (92100+92200+92300+92400)                         | Total Tenant Services                            | \$719,000     |
| 93000 (93100+93600+93200+93300+93400+93800)             | Total Utilities                                  | \$59,000      |
| 93500+93700   | Labor  | \$0           |
| 94000 (94100+94200+94300+94500)                         | Total Ordinary Maintenance                       | \$1,303,000   |
| 95000 (95100+95200+95300+95500)                         | Total Protective Services                        | \$10,000      |
| 96100 (96110+96120+96130+96140)                         | Total Insurance Premiums                         | \$252,000     |
| 96000<br>(96200+96210+96300+96400+96500+96600+96800)    | Total Other General Expenses                     | \$159,000     |
| 96700 (96710+96720+96730)                               | Total Interest Expense and Amortization Cost     | \$0           |
| 97100+97200   | Total Extraordinary Maintenance                  | \$14,000      |
| 97300+97350   | Housing Assistance Payments + HAP Portability-In | \$60,947,000  |
| 97400   | Depreciation Expense                             | \$630,000     |
| 97500+97600+97700+97800                                 | All Other Expenses                               |               |
| 90000   | Total Expenses                                   | \$81,494,000  |

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

THA has significant funds in the HUD held HAP reserves that will assist in covering any deficits in the 2026 MTW budget. Even though HUD held HAP funds will be reflected in the THA's budget for 2026, only 2026 HAP funding, which we are projecting to be below 2025 funding levels. The remainder of the budget includes both Recurring and Non-Recurring costs for THA's MTW program. It is anticipated there will be enough HAP funds held at HUD to cover all 2026 budgeted expenses. Any additional deficits will be covered by Non-Federal funds if at any time that may be needed. It is important to note that these estimates are preliminary budget figures, as we do not approve the budget until December and the agency is still in the midst of budget development.

## Planned Application of MTW Funding Flexibility

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

- 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 staff from THA's Client, Support, and Empowerment Department and Property Management Department working together to engage with residents on late rent and entering into affordable repayment agreements, and connecting households with eviction prevention resources available in the County.
- THA is reassessing its contracting procedures and investing in staff support to ensure the agency is in compliance with all procurement standards. THA seeks to increase contracts with businesses that align with HUD's Section 3 efforts. This includes, but is not limited to, hiring businesses with a Federal MWBE designation and THA clients.
- 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

| Original Funding Source | Beginning of FY - Unspent Balances | Planned application of PHA Unspent Funds during FY   | Amount       | Time frame    |
|-------------------------|------------------------------------|--|--------------|---------------|
| HCV HAP                 | \$8,500,000 - estimated            | IT Platform upgrade and business process Improvement | \$1,050,000  | 2026-2027     |
|                         |                                    | Faircloth RAD units                                  | \$200,000    | 2026-2028     |
|                         |                                    | Accessibility and office optimization                | \$710,000    | 2026-2027     |
|                         |                                    | Maintain 4 months MTW Operating Expense in Reserve   | \$26,960,000 | In Perpetuity |
| HCV Admin Fee           | \$0                                | N/A  | \$0          | N/A           |
| PH Operating Subsidy    | \$0                                | N/A  | \$0          | N/A           |

## Local Asset Management Plan

Is the PHA allocating costs within statute?

No

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

Yes

Has the PHA provided a LAMP in the appendix?

Yes

If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

The LAMP remains largely unchanged for 2026. In 2025, THA reorganized, and as a result, certain functions moved departments.

# Rental Assistance Demonstration (RAD) Participation

## Description of RAD Participation

The MTW PHA shall provide a brief description of its participation in RAD. This description must include the proposed and/or planned number of units to be converted under RAD, under which component the conversion(s) will occur, and approximate timing of major milestones. The MTW PHA should also give the planned/actual submission dates of all RAD Significant Amendments. Dates of any approved RAD Significant Amendments should also be provided.

### 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

---



### RESOLUTION 2025-09-24 (8)

**Date:** September 24, 2025

**To:** THA Board of Commissioners

**From:** April Black  
Executive Director

**Re:** Approval of THA's FY 2026 MTW Plan

---

*This resolution would authorize Tacoma Housing Authority's (THA) Executive Director to submit THA's 2026 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.

## 2026 MTW PLAN

In the FY 2026 MTW Plan, THA is re-proposing Activity #3) Local Project-Based Voucher Program. THA seeks to amend this activity to waive the 24 CFR 983.205(b)(2) requirement that limits a cumulative PBV contract extension term to 40 years. Instead, THA would like to continue extending a PBV contract term without any time limitations, so long as the recipient remains in good standing per the contract terms, and THA determines there is adequate funding and still a need for the PBVs at that location. Waiving the cumulative 40-year limit would help THA increase the amount of affordable housing in Tacoma since THA could maintain its existing partnerships that provide high-quality, affordable housing across Tacoma.

Additionally, 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 inspections policy), provide financial coaching and navigation support to households (e.g., local Financial Self-Sufficiency program, and Rental Success Initiative), and maximize our funding for creating and preserving affordable housing in Tacoma (e.g., Property-Based Subsidies).

THA's MTW single fund flexibility continues to play an invaluable role. In 2026, THA will continue using our single fund flexibility to 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 FY 2026 MTW Plan.

## RECOMMENDATION

Approve Resolution 2025-09-24 (8) 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 2025-09-24 (8)  
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 (01/01/2026), 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                          |
| <b>MTW PHA NAME</b>  | <b>MTW PHA NUMBER/PHA CODE</b> |
| <i>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).</i> |                                |
| <b>STANLEY RUMBAUGH</b>  | <b>BOARD CHAIR</b>             |
| <b>NAME OF AUTHORIZED OFFICIAL</b>   | <b>TITLE</b>                   |
|   | <b>9/24/2025</b>               |
| <b>SIGNATURE</b>   | <b>DATE</b>                    |
| <small>* 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.</small>                        |                                |

## B. DOCUMENTATION OF PUBLIC PROCESS

---

MTW Plan Public Review Process - Summary:

- Public Comment Dates: August 15, 2025 – September 14, 2025.
  - THA received two comments submitted by the same individual. Neither comment contained feedback on THA’s MTW Plan or process.
- Posted on THA’s website and social media accounts.
- An in-person public hearing was held on September 4, 2025
  - No attendees for the in-person public hearing.
- A virtual public hearing was held on September 5, 2025.
  - Three attendees for the virtual public hearing.

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

## 2026 Moving to Work (MTW) Draft Plan

News / August 15, 2025

SHARE   

### NOTICE OF PUBLIC COMMENT PERIOD & PUBLIC HEARING


**Updated August 26, 2025:** The date for our virtual public hearing has been changed. See the revised schedule below.

The Tacoma Housing Authority (THA) invites residents, voucher holders, partners and community members to comment on our **2026 Moving to Work (MTW) Draft Plan**.

The 2026 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 2026.

We will receive comments regarding the 2026 MTW Draft Plan during a 30-day public comment period beginning August 15, 2025 – September 14, 2025. **All comments must be received by 5:00 p.m. on September 14, 2025.**

☰ ... - + 1 of 87 ... 🔍 ...



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[2026 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](#).

You can access all THA's past MTW plans and reports on [THA's MTW webpage](#).

### Leave a Comment on the MTW Plan

You may leave a comment by filling out our online form. You can also contact Christine Nguyen, Planning and Policy Analyst, via the options below.

- **Phone:** [253-284-9487](tel:253-284-9487)
- **Email:** [cnguyen@tacomahousing.org](mailto:cnguyen@tacomahousing.org)
- **Address:** 902 S. L Street, Tacoma, WA 98405

[Fill Out the MTW Plan Survey Online](#)

## Public Hearings

You can also attend a virtual or in-person public hearing to share your questions and comments:

### In-person Public Hearing

- **Topic:** In-Person Public Hearing for THA's 2026 MTW Plan
- **Date/Time:** Thursday, September 4, 2025, 12:00 PM – 01:00 PM Pacific Time (US and Canada)
- **Location:**  
Tacoma Housing Authority Main Office  
902 South L St.  
Tacoma, WA 98405  
(Tahoma Conference Room on 1<sup>st</sup> Floor. Please check in with front desk)

### Virtual Public Hearing

- **Topic:** Virtual Public Hearing for THA's 2026 MTW Plan
- **Date/Time:** Friday, September 5, 2025, 12:00 PM – 1:00 PM Pacific Time (US and Canada)
- **Location:** Microsoft Teams
  - [Microsoft Teams Meeting Link](#)

Meeting ID: 279 963 818 840 2

Passcode: CZ2sD3P3

- [Dial in by phone](#)

+1 253-527-1626, 827214681# United States, Tacoma

[Find a local number](#)

Phone conference ID: 827 214 681#

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 [253-284-9487](tel:253-284-9487) 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 24, 2025**.

MOVING TO WORK

## C. PLANNED AND ONGOING EVALUATIONS

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THA's Department of Strategic Initiatives, IT Department, and operational departments work together to continually monitor the effectiveness of the agency's housing and services programs. In 2026, staff will support the following work:

**Operational Improvements:** THA will continue to monitor and adjust practices for its waitlist management and policies, implementation of the FSS Program, and recent MTW activities that were implemented, such as THA's 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 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 2026 plan year.

**Total Tenant Payment (TTP) Analysis:** THA is exploring methods to reduce its annual HAP expenditures. A variety of circumstances largely out of the agency's control are creating an environment where maintaining the current TTP will, overtime, diminish its financial resilience and sustainability. Tacoma and the surrounding region are experiencing a tightening rental market, increased insurance and maintenance costs, and uncertain budget circumstances. Because of this, in 2026, THA plans to conduct a thorough analysis of how increasing TTP will impact clients as well as the agency's budget and financial projections.

**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 52% of our MTW units (\$655 vs \$1,272 for HAP) in 2025. 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

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## DISCLOSURE OF LOBBYING ACTIVITIES

Approved by OMB

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

0348-0046

(See reverse for public burden disclosure.)

|  |  |  |
|--|--|--|
| <b>1. Type of Federal Action:</b><br><input type="checkbox"/> a. contract<br><input checked="" type="checkbox"/> b. grant<br>c. cooperative agreement<br>d. loan<br>e. loan guarantee<br>f. loan insurance   | <b>2. Status of Federal Action:</b><br><input checked="" type="checkbox"/> NA a. bid/offer/application<br>b. initial award<br>c. post-award                      | <b>3. Report Type:</b><br><input type="checkbox"/> a. initial filing<br><input type="checkbox"/> b. material change<br><b>For Material Change Only:</b><br>year _____ quarter _____<br>date of last report _____ |
| <b>4. Name and Address of Reporting Entity:</b><br><input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee<br>Tier _____, if known:<br><br>Congressional District, if known:   | <b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b><br><br>Congressional District, if known:                                |  |
| <b>6. Federal Department/Agency:</b><br>Department of Housing and Urban Development  | <b>7. Federal Program Name/Description:</b><br>MTW Annual Plan<br>CFDA Number, if applicable: _____  |  |
| <b>8. Federal Action Number, if known:</b>   | <b>9. Award Amount, if known:</b><br>\$  |  |
| <b>10. a. Name and Address of Lobbying Registrant</b><br><i>(if individual, last name, first name, MI):</i>  | <b>b. Individuals Performing Services</b> <i>(including address if different from No. 10a)</i><br><i>(last name, first name, MI):</i>                            |  |
| <b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. | Signature: <u>April Black</u><br>Print Name: <u>April Black</u><br>Title: <u>Executive Director</u><br>Telephone No.: <u>253-207-4474</u> Date: <u>9/29/2025</u> |  |
| <b>Federal Use Only:</b>   |  | Authorized for Local Reproduction<br>Standard Form LLL (Rev. 7-97)   |

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**Department of Housing and Urban Development  
to Influence Federal Transactions**

**Department of Housing and Urban Development  
Office of Public and Indian Housing**

Public reporting burden for this information collection is estimated to average 30 minutes, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The information requested is required to obtain a benefit. This form is used to ensure federal funds are not used to influence members of Congress. There are no assurances of confidentiality. HUD may not conduct or sponsor, and an applicant is not required to respond to a collection of information unless it displays a currently valid OMB control number. Comments regarding the accuracy of this burden estimate and any suggestions for reducing this burden can be sent to the Reports Management Office, Office of Policy Development and Research, EEE, Department of Housing and Urban Development, 451 7th St SW, Room 4176, Washington, DC 20410-5000. When providing comments, please refer to OMB Approval No. 2577-0157.

Applicant Name

Tacoma Housing Authority

Program/Activity Receiving Federal Grant Funding

MTW Annual Plan

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

April Black

Title

Executive Director

Signature

*April Black*

Date (mm/dd/yyyy)

12/15/2025

Previous edition is obsolete

form HUD 50071 (01/14)

# Appendix A: Letter of Consistency

|  |  |
|--|--|
| <p><b>Certification by State or Local Official of PHA Plans Consistency with the Consolidated Plan or State Consolidated Plan (All PHAs)</b></p> | <p><b>U. S Department of Housing and Urban Development</b><br/>Office of Public and Indian Housing<br/>OMB No. 2577-0226<br/>Expires: 09/30/2027</p> |
|--|--|

**Certification by State or Local Official of PHA Plans Consistency with the Consolidated Plan or State Consolidated Plan**

I, Shawn Slape, the Deputy Managing Director, Multifamily Housing Unit  
*Official's Name* *Official's Title*

certify that the 5-Year PHA Plan for fiscal years 2026 and/or Annual PHA Plan for fiscal year 2026 of the Tacoma Housing Authority is consistent with the  
*PHA Name*

Consolidated Plan or State Consolidated Plan including any applicable fair housing goals or strategies to:

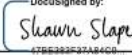
Washington State Department of Commerce  
*Local Jurisdiction Name*

pursuant to 24 CFR Part 91 and 24 CFR Part 903.15.

Provide a description of how the PHA Plan's contents are consistent with the Consolidated Plan or State Consolidated Plan.

~~THA's 2026 MTW Plan aligns with 2 of the 4 summarized goals of WA's Consolidated Plan which aims to reduce homelessness and provide decent housing. In FY 2026, THA will continue to administer the Emergency Housing Voucher (EHV) Program to help families who are homeless, at-risk of homelessness, fleeing domestic violence, or transitioning out of homelessness. Additionally, THA will focus on acquisition to preserve affordable housing to households earning up to 80% AMI.~~

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, 1014; 31 U.S.C. §3729, 3802).

|   |  |
|---|--|
| Name of Authorized Official:<br><b>Shawn Slape</b>  | Title:<br>Deputy Managing Director, Multifamily Housing Unit |
| Signature:<br> | Date:<br><b>10/02/2025</b>                                   |

This information is collected to ensure consistency with the consolidated plan or state consolidated plan.

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# Appendix B: LAMP

## A. Background and Introduction

The First Amendment to the Amended and Restated Moving to Work Agreement authorizes 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.

The LAMP remains largely unchanged for 2026. In 2025, THA reorganized, and as a result, certain functions moved departments. Table 2 was updated to reflect this new structure, and rates were updated to reflect the current costs. The unit equivalencies in Table 3 were updated to reflect the planned 2026 activity.

## 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].

## 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 Asset Management and Real Estate Development Department is responsible for Asset Management and Compliance. The chart below shows this relationship and the positions responsible for these management functions.

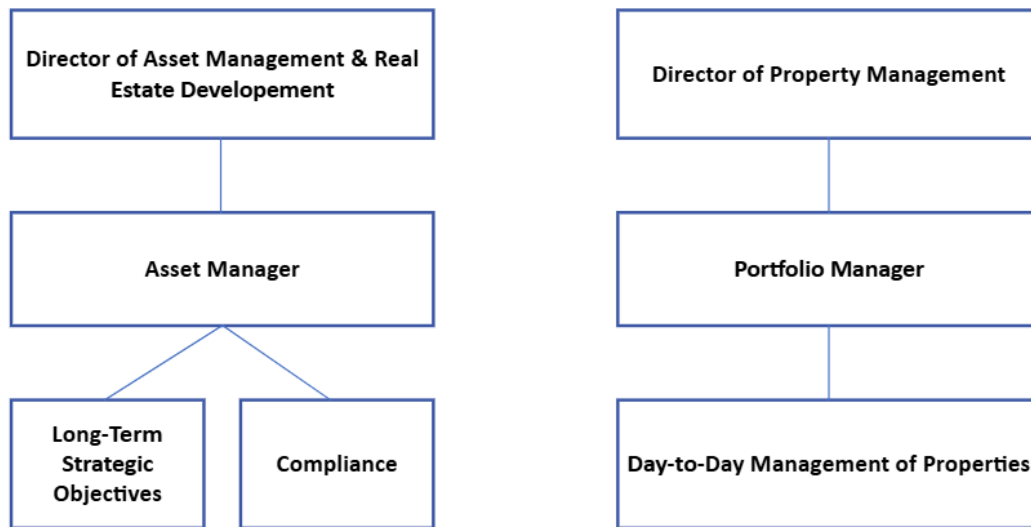


Figure 1: Organizational Structure

### *Description of 2026 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.

### ***Asset and Compliance Management***

The Property Management Department oversees the day-to-day operations of the properties, while THA's Asset Management & Real Estate Development (AMRED) handles the long-term strategic objectives. Having the Asset Management and Compliance functions within these departments enables THA to plan for the future effectively, 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

### ***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 Managers and five Maintenance Specialist-Leads with more technical abilities who assist other Maintenance Specialists and oversee repairs and work orders. In 2024, THA's portfolio was regrouped into three zones, each having at least one Maintenance Specialist-Lead and several Maintenance Specialists. In 2018, we also instituted a unit turn team concept, which currently consists of 5 Maintenance Specialists and a lead, whose specific responsibility is to turn vacant units. 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.

## **C. Strategic Asset Planning**

### ***THA's Leadership Team Operations Committee***

THA has a Leadership Team Operations Committee consisting of key members from the following functional areas in the agency: Finance, Asset Management and Real Estate Development, Property Management, Client Support & Empowerment, Strategic Initiatives, Human Resources, Information Technology, and Legal Services. The committee meets weekly and is facilitated by the Agency's Deputy Executive Director. At regularly scheduled intervals, the committee reviews operational costs at each site, discusses significant cost variances between the properties, analyzes property performance metrics, and compares cost and operational data to industry standards. THA also uses financial models to compare our metrics to properties managed by private firms. A smaller subset of this committee, along with additional managers, regularly meets to review this data in greater detail and provide analysis to the Leadership Team Operations Committee. 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 modifications to THA's current rent policy and occupancy standards, as well as 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.

## **D. 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 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.

| <b>Program Area</b>  | <b>Cost Type</b>                           | <b>Comments</b>  |
|----------------------|--|--|
| 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                        |

**Table 1: Direct 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
- In-house legal services
- 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
- 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 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 | Property Mgt   |
| Executive                             | \$2.00            | \$2.00         |
| Legal Services and Procurement        | \$1.00            | \$2.25         |
| Human Resources                       | \$2.00            | \$2.50         |
| PM Overhead (including rent)          | \$3.00            | Remaining      |
| Bookkeeping Fee                       | \$6.50            | \$23.25        |
| Asset Management Fee                  | \$0.00            | \$8.00         |
| Compliance                            | \$1.25            | \$2.75         |
| Policy and Communication              | \$1.00            | \$1.50         |
| IT Fee                                | \$9.00            | \$13.50        |
| Community Services                    | \$4.75            | \$2.75         |
| Leasing Support                       | \$0.00            | \$1.75         |
| <b>Total Fee:</b>                     | <b>\$30.50</b>    | <b>\$60.25</b> |

### **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 15% 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 fee 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 2026.

**Program Support Center Allocation Detail**

**Table 3: Total units & Program Support unit equivalencies**

| <b>Program Support Center Unit Equivalencies - 2026 Projected</b> |   |                                  |   |  |                        |
|---|---|----------------------------------|---|--|------------------------|
| <b>Cost Center</b>  | <b>Funding Source</b>                           | <b>CAH (MTW) Unit<br/>Equiv.</b> | <b>Tax Credit<br/>(MTW) Unit<br/>Equiv.</b> | <b>Business<br/>Activities<br/>(Non-MTW)<br/>Unit Equiv.</b> | <b>Total<br/>Units</b> |
| Rental Assistance   | Mod Rehab SR0003                                |                                  |   | 30   | 30                     |
|   | Mod Rehab SR0002                                |                                  |   | 41   | 41                     |
|   | Section 8 Vouchers                              | 3,552                            |   |  | 3,552                  |
|   | 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   |                                  |   | 121  | 121                    |
|   | FUP Vouchers                                    |                                  |   | 125  | 125                    |
|   | FYI Vouchers                                    |                                  |   | 75   | 75                     |
|   | Mainstream Vouchers                             |                                  |   | 78   | 78                     |
|   | NHT Vouchers                                    |                                  |   | 100  | 100                    |
|   | VASH Vouchers                                   |                                  |   | 317  | 317                    |
| RAD Vouchers  | RTH RAD Vouchers                                | 456                              |   |  | Prop Mgt               |
|   | 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:<br>Tax Credit Partnerships                   | Hillside Terrace 1-2                            |                                  | 46  |  | 46                     |
|   | Hillside Terrace 1500 Blk (Includes AMP 9)      |                                  | 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 %<br>equivalency                           | Highland Crest                                  |                                  |   | 54.75  | 73                     |
|   | Housing Hilltop - Residential (75%)             |                                  | 173.25                                      |  | 231                    |
|   | Housing Hilltop (Commercial)                    |                                  |   | 3.75   | 5                      |
|   | James Center North                              |                                  |   | 18.75  | 25                     |
|   | New Look (Apartments)                           |                                  | 36  |  | 48                     |
|   | Alberta J Canada (Commercial)                   |                                  |   | 3.75   | 5                      |
| North Highland  |   |                                  | 26.25                                       | 35   |                        |

|   |  |               |               |               |               |              |
|---|--|---------------|---------------|---------------|---------------|--------------|
|   | Outrigger Apts.  |               |               | 36.75         | 49            |              |
|   |  | <b>Totals</b> | <b>4,685</b>  | <b>1,533</b>  | <b>1,122</b>  | <b>6,653</b> |
| Real Estate<br>Development  | THA MTW Support - 15%                                    |               | 150           |               |               | 150          |
|   | THA as Developer - 85%                                   |               |               |               | 848           | 848          |
|   | <i>Development Unit Equivalents - 15% of Total Units</i> |               | 150           | 0             | 848           | 998          |
|   | <b>Total Units/Unit Equivalents - Agency</b>             |               | <b>4,835</b>  | <b>1,533</b>  | <b>1,970</b>  | <b>8,338</b> |
| <b>Program Support Center Equivalencies (% of All Unit Equivalencies)</b> |  |               | <b>57.99%</b> | <b>18.39%</b> | <b>23.63%</b> |              |

# 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/NSPIRE 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/NSPIRE 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/NSPIRE 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 Local Inspections (HQS and NSPIRE)*

## 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  |
|--|---|--|---|---|
| <b>Defer end of participation dates</b>          | <ul style="list-style-type: none"> <li>• 3. <i>Local Project-Based Voucher Program</i>;</li> <li>• 17. <i>Housing Opportunity Program (HOP)</i></li> </ul>  | Standard MTW Agreement: Attachment C Section D.2.a. and D.2.d.                         | 7. Term-Limited Assistance. Term-Limited Assistance (HCV)<br>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.   |
| <b>Extend regular recertification due date</b>   | <ul style="list-style-type: none"> <li>• 5. <i>Local Policies for Fixed-Income Households</i>;</li> <li>• 6. <i>Local Policies for Non-Fixed-Income (Work-Able) Households</i></li> </ul>   | Standard MTW Agreement: Attachment C Sections C.4 and D.1.c.                           | 3. Reexaminations: Alternative Reexamination Schedule for Households and Self-Certification of Assets.<br>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.  |
| <b>Implement emergency verification policies</b> | <ul style="list-style-type: none"> <li>• 5. <i>Local Policies for Fixed-Income Households</i>;</li> <li>• 6. <i>Local Policies for Non-Fixed-Income (Work-Able) Households</i>;</li> <li>• 7. <i>Local Income and Asset Verification Policy</i>;</li> <li>• 8. <i>Local Interim Processing and</i></li> </ul> | 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<br>HUD states “the agency [THA] is authorized to implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations... MTW agencies must continue to | 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 family in accordance with HUD’s <a href="#">PIH</a> |

|  |   |   |   |   |
|--|---|---|---|---|
|  | <i>Verification Policies (HCV/PH)</i>   |   | determine the initial eligibility of the family in accordance with provisions of 24 CFR 5.609.”   | <a href="#">Notice 2018-18</a> and any subsequent guidance that supersedes.   |
| <b>Remove 90-day and 20% rule requirements</b> | <ul style="list-style-type: none"> <li>• <i>8. Local Interim Processing and Verification Policies (HCV/PH)</i></li> </ul> | Standard MTW Agreement: Attachment C Section C.4, C.11, D.1.c, D.2.a, D.3.a, and D.3.b. | This refers to providing flexibility for a THA-imposed activity, not provided in Appendix I.  | 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. |
| <b>Defer HQS/NSPIRE Inspections</b>            | <ul style="list-style-type: none"> <li>• <i>25. Modify HQS</i></li> </ul>   | MTW Authorization: Attachment C, Section D.5  | 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...” | 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.             |