



HUD Moving to Work Expansion

Landlord Incentives Cohort Onboarding – Welcome to MTW!
February 2, 2022

Today's Agenda

- Welcome
- Introduction & Overview
- Breakout Groups
 - Why did you want to become an MTW agency?
 - What do you hope to accomplish with your MTW status?
- Steps from Selection to Implementation
- The Value of a Change Management Perspective in Implementing the MTW Program
- Questions & Wrap Up



Introduction & Overview



Let's get excited!



<https://www.youtube.com/watch?v=DFC4MgynWVM>





Landlord Incentives Cohort!

Housing Authority of the City of Dothan (AL)

Berkeley Housing Authority (CA)

Housing Authority of the City of Alameda (CA)

Housing Authority of the City of Santa Barbara (CA)

Vacaville Housing Authority (CA)

Housing Catalyst (CO)

Jefferson County Housing Authority (CO)

Norwalk Housing Authority (CT)

Middletown Housing Authority (CT)

Northwest Georgia Housing Authority (GA)

Hawaii Public Housing Authority (HI)

Rockford Housing Authority (IL)

Housing Authority of Joliet (IL)

Lake County Housing Authority (IL)

Winnebago County Housing Authority (IL)

Brockton Housing Authority (MA)

Lewiston Housing Authority (ME)

Ann Arbor Housing Commission (MI)

Housing Authority of Bergen County (NJ)

Homes for Good (Lane County Housing Agency) (OR)

Harrisburg Housing Authority (PA)

Housing Authority of the City of Spartanburg (SC)

Greenville Housing Authority (SC)

Housing Authority of Florence (SC)

Knoxville Community Development Corporation (TN)

Housing Authority of Salt Lake City (UT)

Burlington Housing Authority (VT)

Yakima Housing Authority (WA)

Spokane Housing Authority (WA)



Which Group Am I In?

Red: Regions I, II & III

Norwalk Housing Authority (CT)
Middletown Housing Authority (CT)
Brockton Housing Authority (MA)
Lewiston Housing Authority (ME)
Housing Authority of Bergen County (NJ)
Harrisburg Housing Authority (PA)
Burlington Housing Authority (VT)

Yellow: Region IV

Housing Authority of the City of Dothan (AL)
Northwest Georgia Housing Authority (GA)
Housing Authority of the City of Spartanburg (SC)
Greenville Housing Authority (SC)
Housing Authority of Florence (SC)
Knoxville Community Development Corporation (TN)

Green: Regions V & VIII

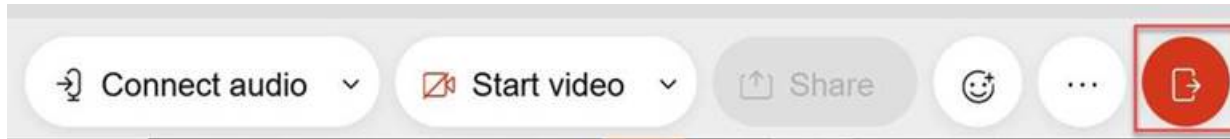
Housing Catalyst (CO)
Jefferson County Housing Authority (CO)
Rockford Housing Authority (IL)
Housing Authority of Joliet (IL)
Lake County Housing Authority (IL)
Winnebago County Housing Authority (IL)
Ann Arbor Housing Commission (MI)
Housing Authority of Salt Lake City (UT)

Blue: Regions IX & X

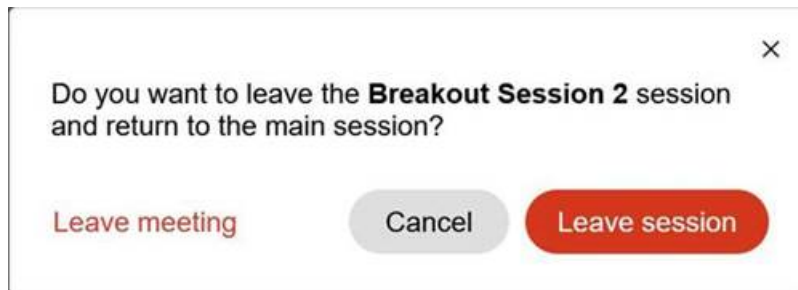
Berkeley Housing Authority (CA)
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End Up In The Wrong Group?

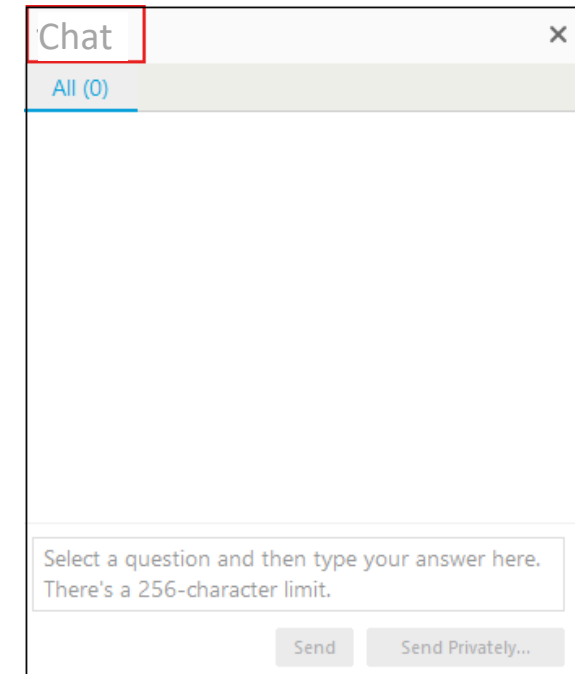
- Click the red button at the bottom to exit the group:



- Confirm you want to leave the session:



- Once in the main room, send a chat to ICF Event to be reassigned to the correct group:



Breakout Session

**Why did you want to become an MTW agency?
What do you hope to accomplish with your MTW status?**



Steps from Selection to Implementation

1

- Complete & Execute the MTW ACC Amendment

2

- Prepare your Agency's MTW Finances

3

- Conduct Public Process and Complete Development of The MTW Supplement

4

- Submit the MTW Supplement to the PHA Plan

5

- Transfer PIC 50058 data to IMS/PIC Modernization

6

- Coordinate with PD&R and Evaluation Team

7

- Receive Approval of MTW Supplement from HUD FO

1. Complete and Execute The MTW ACC Amendment

- Sets terms of participation and details requirements and covenants to be followed
- Must be signed and executed by PHA and HUD before using funds flexibly
- Email signed PDF MTW ACC Amendment to: mtwlandlordincentives@hud.gov

Available from MTW Expansion page on hud.gov

<https://www.hud.gov/sites/dfiles/OCHCO/documents/50166-MTW.pdf>



MTW ACC Amendment, Sections 1-4

Section 1

- Specifies it is entered into between HUD and PHA

Section 2

- This Amendment applies to any ACC in effect for Public Housing and Housing Choice Voucher programs

Section 3

- The ACC is amended in connection with its designation as MTW Expansion agency as per the law
- Participation governed by MTW Operations Notice

Section 4

- 20-year term from beginning of PHA's first full fiscal year following execution



MTW ACC Amendment

Section 5, Requirements & Covenants

MTW Agencies:

- Must operate in accordance with MTW Operations Notice
- Must cooperate with HUD and contractors for HUD-sponsored evaluation of cohort-specific study
- Can only be exempted from provisions of the Housing Act of 1937 as specified in MTW Operations Notice



MTW ACC Amendment Section 6, Transition Plan

- Submit plan at least one year prior to MTW ACC Amendment expiration (Year 19)
- Transition plan will:
 - Describe plans for phasing out MTW activities
 - Specify proposed duration
 - Provide justification for extensions
- HUD reviews and responds within 75 days, or it is deemed approved
- Added based on public feedback



MTW ACC Amendment

Section 7, Termination & Default

- If the PHA violates the ACC, this Amendment, or by extension the Operations Notice
- HUD may undertake one or all remedies available by law, including but not limited to:
 - i. Require additional reporting on deficient areas and steps being taken to address deficiencies
 - ii. Require PHA to prepare and follow a HUD-approved schedule of actions and/or management plan for properly completing approved activities
 - iii. Suspend MTW waiver authorization for affected activities
 - iv. Require reimbursement by PHA for amounts used in violation of MTW ACC Amendment
 - v. Terminate MTW ACC Amendment and require PHA to transition out of MTW
 - vi. Restrict PHA's ability to use MTW funding flexibly
 - vii. Take other corrective or remedial action legally available



MTW ACC Amendment

Sections 8 & 9, Future Laws

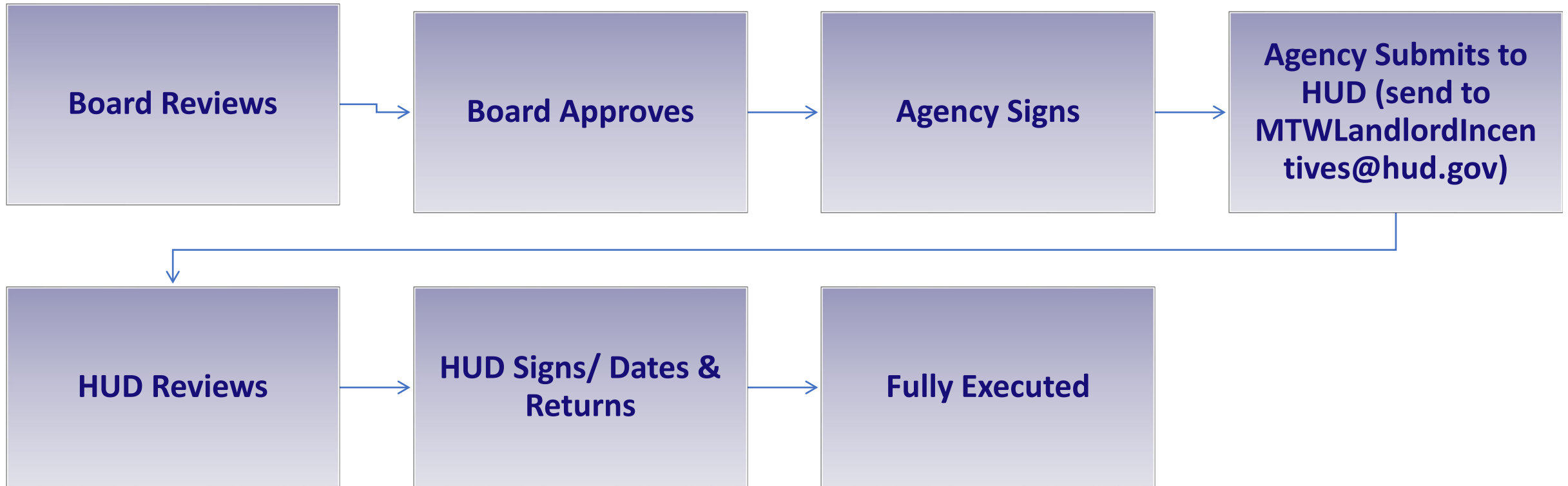
Section 8

- Future laws that conflict with any provision of MTW ACC Amendment supersede it

Section 9

- Any invalid clause, or portion of a clause, shall be stricken, while remainder of Agreement continues to be in full effect

Finalizing & Executing the MTW ACC Amendment



Signing the MTW ACC Amendment

In consideration of the foregoing covenants, the parties do hereby execute this MTW ACC Amendment:

Actual signature of the person, as stated in the Agency's Board Resolution (Chair, Executive Director, etc.)

PHA

Signing individual's name (PRINT)

Signing individual's title (PRINT)

By: _____

Its: _____

Date: _____

The date of the signature

UNITED STATES DEPARTMENT OF HOUSING AND
URBAN DEVELOPMENT

By: _____

Its: _____

Date: _____

Submitting the Board Resolution

- Submit board resolution with signed MTW ACC Amendment
- Example of a board resolution – not required language!
- HUD will provide example for your use

EXAMPLE BOARD RESOLUTION – PHAs should update as appropriate

RESOLUTION NO. _____

BOARD OF COMMISSIONERS, HOUSING AUTHORITY OF THE _____,
COUNTY/CITY OF _____, STATE OF _____

RESOLUTION

1) APPROVING THE HOUSING AUTHORITY'S SUBMISSION OF THE MTW ACC AMENDMENT TO THE PUBLIC HOUSING AND HOUSING CHOICE VOUCHER ACCs

2) AUTHORIZING THE EXECUTIVE DIRECTOR OF THE HOUSING AUTHORITY TO EXECUTE ANY DOCUMENTS REQUIRED BY THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) TO EXECUTE THE MTW ACC AMENDMENT TO THE PHA ANNUAL PLAN

PHA Name: _____ PHA Number/Code: _____

The U.S. Department of Housing and Urban Development (HUD) has selected the Housing Authority of the _____ to participate in the Move to Work (MTW) Demonstration Expansion, to design and test new ways of providing housing assistance and services to low-income households.

To complete the Housing Authority of the _____'s entry into the MTW Demonstration Expansion program, _____ must fully execute the MTW ACC Amendment to the Public Housing and Housing Choice Voucher Annual Contributions Contracts.

The draft MTW ACC Amendment was made available and shared with the Board of Commissioners on _____, and the Board of Commissioners has examined and approved the same as to form and content.



10 Minute Break



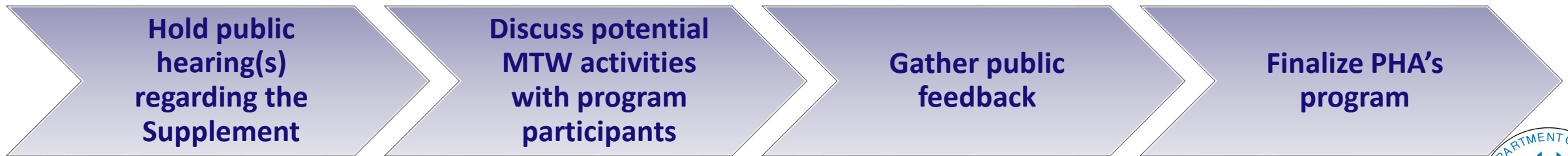
2. Prepare your Agency's MTW Finances

- Funding flexibility available 1st of month following MTW ACC Amendment execution
- Review HCV & Public Housing funding calculation
 - MTW Finance Webinar (October 2020): <https://www.hudexchange.info/trainings/moving-to-work-expansion-webinar-series/>
 - Section 5 of MTW Operations Notice
 - MTW Online Manual: <https://www.hudexchange.info/programs/mtw/mtw-expansion-training/welcome/>
- Consider potential changes to financial policies
- Adhere to 2 CFR Part 200
- Understand MTW reporting differences

Upcoming Webinars!
Planning Your MTW Agency's Finances
Part I: Financial Policies & Procedures March 9, 2022
Part II: Financial Reporting March 23, 2022

3. Conduct Public Process and Complete Development of the MTW Supplement

- The MTW Supplement
 - Informs HUD, residents, community about planned MTW activities
- The Public Process
 - Up to two required public meetings
 - Receive feedback regarding potential MTW Activities to be implemented
 - Potential modification based on public's feedback



4. Submit the MTW Supplement

- Electronically submit & receive HUD approval (via letter from field office) prior to implementing MTW activities
- Continue to submit Annual PHA Plan, along with MTW Supplement as addendum

Upcoming Webinars!

The MTW Supplement to the PHA and the Public Process

April 13, 2022

The MTW Supplement – Walk Through

May 4, 2022



5. Transitioning 50058 Data – IMS/PIC Modernization

- MTW agencies must:
 - Report using HUD-50058 MTW Expansion in new IMS/PIC Modernization system for those households that MTW flexibilities are being applied to (will continue to use the HUD-50058 for other households)
 - Migrate tenant and public housing building and unit data to IMS/PIC Modernization



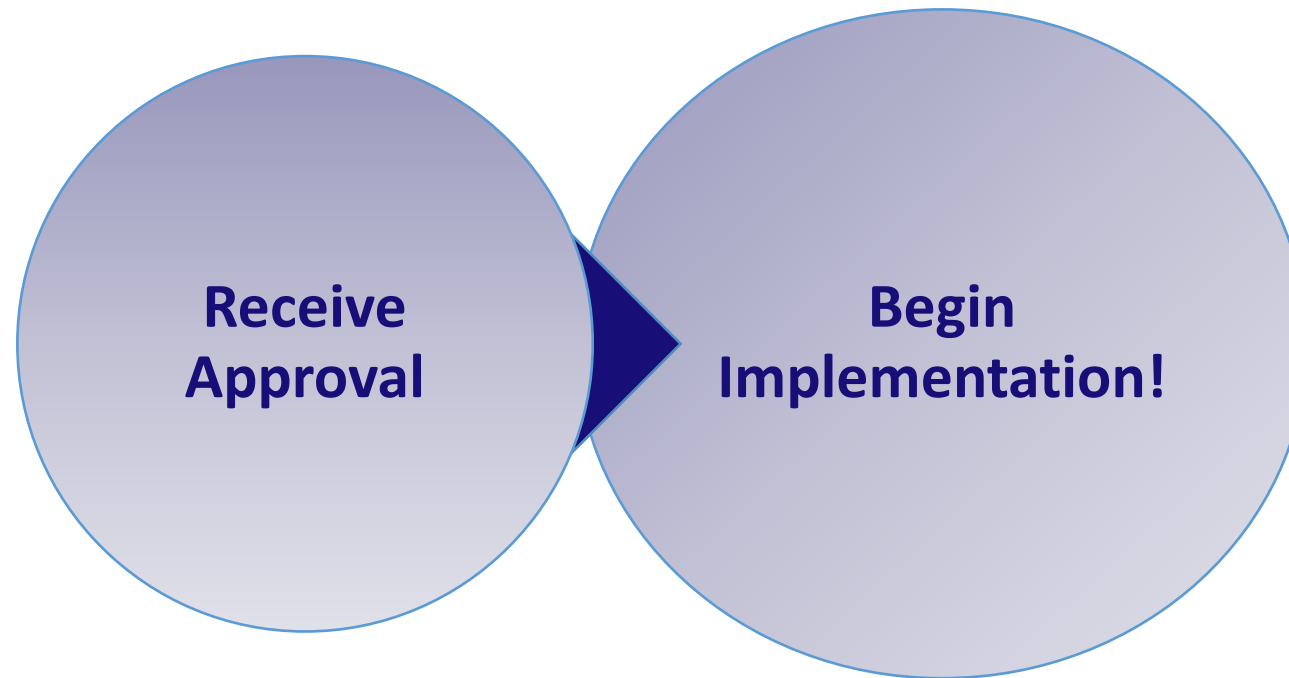
6. Coordinate with PD&R and Evaluation Team

- Attend meetings with the Office of Policy Development and Research (PD&R) and evaluator
- Set up research, in coordination with PD&R, on MTW activities

Upcoming Webinar!
Evaluation and Data Collection
February 16, 2022



7. Receive Written Approval of PHA Plan and MTW Supplement from local HUD Field Office



The Value of a Change Management Perspective in Implementing the MTW Program

Candace Blair Cronin, Ph.D.
Director, Human Capital, ICF
Candace.Cronin@icf.com



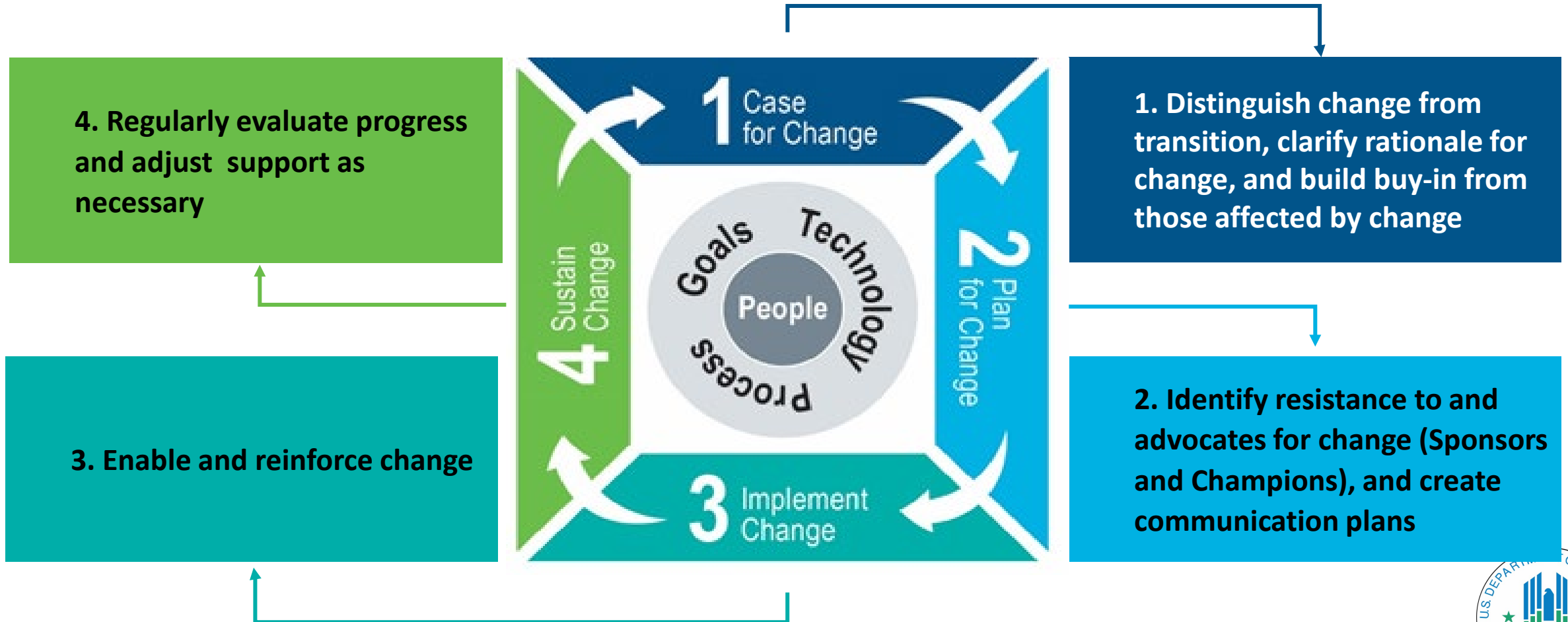
Reflecting on Change



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Change Management Basics

What is Change Management? Change Management captures all the components of preparing for, implementing, and sustaining change.



Tools To Support Change Management

Case for Change

- What are the most notable MTW-related changes we anticipate?
- What organizational changes are needed to support each MTW impact? Why?
- How will these changes affect staff, residents, and other stakeholders differently?
- Where might we encounter the most resistance to change?

**Introspective
Questions Tool**

**Readiness
Assessment Tool**

Plan for Change

- Who will be most impacted by each MTW-related change?
- How should we prioritize each facet of change required?
- Who needs to be engaged from the onset to make the changes successful?
- How can we ensure that staff, residents, and other stakeholders fully understand upcoming MTW-related changes?

**Mapping
Key Players Tool**

**Strategic
Communications
Plan**

Tools To Support Change Management

Implement Change

- Who could serve as change champions?
- What strategies will we use to communicate changes to each group impacted by them?
- How should our messaging and timing differ by group?
- How will staff be supported as they roll out the new MTW-related changes?
- What is our plan to address individual questions and concerns regarding the changes?

**Sequencing Key
Persons Template**

**Active Listening and
Feedback Tips**

Sustain Change

- How will we monitor progress in changes? What metrics will be captured?
- How will we set up feedback loops?
- How will we respond when we find it challenging to get buy-in on certain changes?
- How will we address resistance from various stakeholders (e.g., staff, residents, other agencies, advocates, landlords, etc.)

**Performance
Monitoring Tool**

**Dealing with
Resistance Readings**

Want to know more now?

American Society for Quality - What is Change Management? Organizational, Process, Definition & Tools
<https://asq.org/quality-resources/change-management>

Prosci - Best Practices in Change Management
<https://www.prosci.com/resources/articles/change-management-best-practices>

Questions?



Resources

- MTW Selection Notice, Welcome Letter, Timeline, and Resources
- MTW Operations Notice
 - <https://www.hud.gov/sites/dfiles/PIH/documents/FinalMTWExOpsNoticePartVIWeb.pdf>
- Moving to Work page on hud.gov
 - <https://www.hud.gov/mtw>
- Moving to Work Expansion page
 - <https://www.hudexchange.info/programs/mtw/>
- MTW Expansion Training
 - <https://www.hudexchange.info/programs/mtw/mtw-expansion-training/welcome/>
- MTW Expansion Webinars
 - <https://www.hudexchange.info/trainings/moving-to-work-expansion-webinar-series/>



Upcoming Landlord Incentives Cohort Onboarding Webinars

Evaluation	February 16, 2022	12:00 – 1:30 PM EDT
Planning Your MTW Agency's Finances – Part I: Financial Policies and Procedures	March 9, 2022	2:00 – 4:00 PM EDT
Planning Your MTW Agency's Finances – Part II: Financial Reporting	March 23, 2022	2:00 – 4:00 PM EDT
The MTW Supplement to the PHA Plan and the Public Process	April 13, 2022	2:00 – 4:00 PM EDT
The MTW Supplement - Walk Through	May 4, 2022	2:00 – 4:00 PM EDT
Office Hours	May 25, 2022	2:00 – 4:00 PM EDT



Thank you!

