

**Commonwealth of Massachusetts
Department of Housing & Community
Development**

**Moving To Work Program
Annual Report for Fiscal Year 2019**

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I. Introduction

This Annual Report describes the Moving to Work (MTW) Program activities and accomplishments of the Massachusetts Department of Housing and Community Development (DHCD) during Fiscal Year 2019, i.e. the period from July 1, 2018 through June 30, 2019.

MTW is a demonstration program authorized by Congress, through which participating agencies are provided flexibility to waive certain statutes and federal regulations in order to design and test approaches for providing housing assistance that address one or more of the following MTW statutory objectives:

- 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.

DHCD has been a participant in the MTW Program since 1999. The original small-scale pilot MTW initiative undertaken by DHCD was expanded in 2008 to incorporate its entire statewide portfolio of tenant-based Housing Choice Vouchers, excluding certain special purpose voucher allocations for which DHCD may apply MTW flexibilities pursuant to the US Department of Housing and Urban Development's (HUD) published guidance.

DHCD's participation in MTW is subject to the terms and conditions of its 2008 Amended and Restated MTW Agreement with HUD. The required form and content of the Annual Report are defined by HUD in HUD Form 50900 "Elements for the Annual MTW Plan and Annual MTW Report." For purposes of this document and the required submission to HUD, an "MTW activity" is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements. As required, this Annual Report focuses primarily on describing the outcomes of existing approved and implemented MTW activities.

Long Term Goals & Objectives

DHCD views the use of MTW funding and regulatory flexibility as an essential component in implementing its long-term goals and objectives, which include:

- Promoting strong, sustainable communities throughout the Commonwealth;
- Preserving and creating affordable rental housing options for income eligible families;
- Ensuring full and fair access to housing for all residents of the Commonwealth; and
- Strengthening existing relationships and forging new public, private and philanthropic partnerships to support DHCD's strategic goals.

In addition, DHCD believes that affordable housing can provide the foundation that allows extremely and very low-income households to enter the economic mainstream and access good jobs and education. In this regard, DHCD strives to maximize the value of limited federal program

dollars to help families achieve these important economic goals, enabling them to move on so that these dollars can help serve additional families.

Additional principles that guide MTW planning for the long term include:

- All MTW activities must relate to one or more of the three MTW statutory objectives, i.e. reducing cost and/or promoting administrative efficiency, increasing housing choice, and supporting families in achieving economic self-sufficiency.
- MTW flexibility will be utilized to promote tighter linkages and synergy between the Housing Choice Voucher (HCV) program and other related Commonwealth programs and policy goals such as preventing or reducing homelessness; supporting self-sufficiency and economic independence initiatives; preserving and expanding state-assisted public housing and project-based affordable housing; supporting those who have one or more disabilities; and stabilizing neighborhoods. DHCD will also consider the goals of the MTW Annual Plan in the context of the Consolidated Plan and as a resource and tool to affirmatively further fair housing.
- By identifying and addressing administrative efficiency opportunities, MTW flexibility will be used wherever feasible to increase the number of extremely and very low-income households served and the overall quality of leased housing units.
- New MTW program initiatives will respond to differences among regional and local housing markets.

Finally, DHCD is committed to continuing to provide opportunities for broad-based input both from its regional administering agencies and other stakeholders to inform the design of DHCD's MTW initiatives.

Short-Term Goals and Objectives

During FY 2019, DHCD undertook a range of MTW related and other activities in the Housing Choice Voucher Program, which are summarized below:

- DHCD provided rental assistance to a total of 20,353 eligible senior, disabled and other family households through its MTW program.
- A Better Life (ABL): DHCD funded an economic self-sufficiency program, based on an existing, successful program model that provides case management, education and training to residents of state-aided public housing. In FY 2019, three housing authorities, Gloucester, New Bedford and Taunton, received funding, from DHCD's MTW Block Grant service dollars, to support the implementation of the program. Local Housing Authorities (LHAs) are currently working on developing policies and procedures and anticipate the residents will begin to be served in FY 2020.

- **Support for Secure Jobs:** This activity has two components, one in which vouchers and services are provided and one in which services only are provided. In FY 2019, enrollment and services began: 597 participants received services, 10 of the 50 Support for Secure Jobs vouchers were issued, and one participant successfully leased up.
- **Health Starts at Home:** DHCD supported an existing program funded by The Boston Foundation (TBF), which focuses on improving health outcomes for low-income children. Thirty vouchers (30) vouchers have been allocated for eligible participants in TBF's program in FY 2019. All 30 vouchers are anticipated to be leased in FY 2020.
- **Supporting Neighborhood Opportunity in Massachusetts:** DHCD continued implementation efforts under this activity, which was previously on hold since FY 2018. While no households have enrolled in the program to date, program design has been completed, mobility coaches have been hired and have begun outreach and engagement. DHCD anticipates households will begin enrollment and move to new communities in FY 2020.
- **Pathways to Prosperity:** In FY 2019, enrollment began for DHCD's Pathways to Prosperity (PTP) program (known as Launch as of FY 2020). While the enrollment goal of 200 participants was not met due to a late enrollment start in FY 2019, 149 participants have been enrolled with four participants successfully enrolled in comprehensive education and training services through the Year Up program. DHCD anticipates that the students served through this program will achieve results at or above the levels seen across recent Year Up classes. The FY 2019 benchmark for average earned income was \$10,012, while the actual average earned income for Launch participants in FY 2019 was \$18,899.
- **DHCD continued to operate its MTW Family Self-Sufficiency (FSS) program in FY 2019.** The MTW FSS program assists families with career, homeownership and other self-sufficiency goals while promoting asset development and savings. In FY 2019, 104 new FSS families enrolled in the FSS program and 62 families graduated. Twenty FSS graduates purchased homes and received the \$5,000 homeownership incentive payment. In addition, the FSS program provides a vehicle for families to build savings through DCHD's deposits to FSS family escrow accounts. In FY 2019, 74 percent of FSS graduates had accumulated escrow, with an average escrow balance of \$9,739. These funds are often used as down payments for homes and/or to pursue education and career goals.
- **DHCD continued to promote participant self-sufficiency through the Family Economic Stability (FES) Program.** Throughout FY 2019, the Boston-based program administered by Metro Housing|Boston assisted 53 participants, enrolled seven new participants and graduated five participants. Of the families participating in FES, 64% have savings with an average savings of \$1,672 and 43% have accumulated escrow with an average escrow of \$1,129. Eighty-five percent of participating families have earned income, a nearly five percent increase over FY 2018 representing an average earned income of \$31,724.
- **The Youth Transition to Success Program (YTTSP)** continued to provide referred youth who have demonstrated an ongoing commitment to improving their economic self-

sufficiency with additional time, support, and asset development opportunities to further or complete their goals. Since inception, 18 participants have graduated from YTTSP and in FY 2019, 38 new referrals were admitted to the program.

- Affordable Housing Preservation and Development Fund: DHCD supported, using MTW Block Grant funds, the preservation of just under 100 state aided public housing units at two Local Housing Authorities (LHAs) under this activity. AHPD funds are being used to provide loans to leverage private equity and state-aided public housing capital resources. Upon project completion, MTW funds will have successfully leveraged approximately \$25.6M from multiple sources.
- Expanding Housing Opportunities – Relocation Assistance: DHCD will be utilizing MTW funding flexibility to further support redevelopment at the two LHAs mentioned above. MTW funds will primarily support rental subsidies and relocation costs associated with short-term housing for low-income residents during construction, which has been delayed due to a number of obstacles. However, relocation is anticipated to begin in 2020.
- DHCD continued to use the flexibility under the Enhanced Local Project-Based Voucher Program to partner with housing providers and increase the number of affordable units in high opportunity areas. DHCD added 25 new project-based developments to its inventory in FY 2019, representing 169 new units. Nineteen of these developments were new construction as DHCD continues to improve the rental options and quantity of affordable units across its jurisdiction.
- In FY 2019, the remaining households transitioned to the new electricity utility allowance. The “other electric” utility allowance is based on estimated electric usage and weighted by electric rates throughout the state. This allowance is in addition to the allowance for households that pay for heat.
- Previously approved MTW activities related to the owner incentive fund, expiring use preservation, biennial recertifications and rent simplification, payment standard exceptions, and use of local forms continued to be implemented.
- Closed Out Activities:
 - Residential Assistance for Families in Transition (RAFT): Under this activity, MTW funds were utilized to expand DHCD’s important homelessness prevention program by providing flexible financial assistance designed to address the needs of families with children under the age of 21 who are homeless or at risk of homelessness. DHCD is closing this activity out due to additional funding available from a different source for FY 2020.

II. General Housing Authority Operating Information

A. Housing Stock Information

Through its Housing Choice Voucher (HCV) program, DHCD provides rental assistance to families, seniors and persons with disabilities at properties owned by private or non-profit owners. DHCD partners with a wide array of mission-driven, non-profit and for profit organizations to provide quality housing opportunities.

i. Actual New Project Based Vouchers

In FY 2019, DHCD entered into Agreements and/or Housing Assistance Payments Contracts for 169 new project-based voucher units under DHCD's Project Based Leasing (PBV) program. A list of new PBV projects and summary descriptions is shown in Table 1 below.

Table 1 Actual New Project Based Vouchers

Property Name	Number of Vouchers Newly Project-Based		Status At End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
Gordon Mansfield Vets. Village Agawam	6	6	Committed	No	Substantial rehab of former historic school Homeless veteran's preference
Village Green Phase II Barnstable	8	0	Leased	No	Family - New construction - Phase II - PBVs are at 30% AMI
Ivory Keys Apartments Leominster	8	8	Leased	No	Substantial rehab of former piano factory; 4 family units and 4 reserved for disabled
Jewel Crossing, North Attleboro	8	0***	Leased	No	Family mixed income. New Construction
Kennedy Building Apts., Hanover	4	4	Leased	No	Family. New construction
Forest Springs, Great Barrington	5	0***	Leased	No	Family. New construction
Goshen Senior Housing, Goshen	3	0***	Leased	No	Senior. New construction
Residences at Fairmount Station Boston	6	6	Leased	No	New Construction – Family Housing

Property Name	Number of Vouchers Newly Project-Based		Status At End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
Canal Bluffs-Phase III Bourne	7	7	Leased	No	New Construction – Family Housing
Noquochoke Village Westport	8	8	Leased	No	New Construction – Family Housing
132 Chestnut Hill Ave. Boston	8	8	Leased	No	New Construction – Elderly Housing
Northampton Lumber Yard Apartments Northampton	8	8	Leased	No	New Construction – Family Housing
Blancard School Uxbridge	6	6	Leased	No	Historic rehab – Family Housing
Tenney Place Phase II Haverhill	6	6	Leased	No	New Construction – Family Housing
Coppersmith Village Apartments Boston	0	8	Committed	No	New Construction – Family Housing
River Street Norwell	0	4	Committed	No	New Construction – Elderly Housing
Campbell-Purcell Eastham	0	8	Committed	No	New Construction - Family
Bostwick Gardens Great Barrington	0	8	Committed	No	New Construction & Rehab – Elderly Housing
Chestnut Crossing Springfield	0	8	Committed	No	Rehab – 0 BR units
Gerson Building Haverhill	0	8	Committed	No	New Construction – Family
Mashpee Mampanoag Housing Mashpee	0	8	Committed	No	New Construction -Family
Olmstead Green 100 Boston	0	8	Committed	No	New Construction – Family
Holyoke Farms Apartments Holyoke	0	8	Committed	No	Mod-Rehab – Family Housing

Property Name	Number of Vouchers Newly Project-Based		Status At End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
370 Harvard Street Brookline	0	8	Committed	No	New construction - Elderly Housing
Squirrelwood Cambridge	0	2	Committed	No	Rehab and New Construction - Family Housing
Little Pond Place Falmouth	0	4	Committed	No	New Construction - Family Housing
Coolidge at Sudbury Phase II Sudbury	0	8	Committed	No	New Construction - Family Housing
Washington Westminister House Boston	0	8	Committed	No	New Construction - Family Housing
Brook Avenue Boston	0	4	Committed	No	Moderate Rehab – Family Housing
	91	169	Planned/Actual Total Vouchers Newly Project-Based		

*Figures in “Planned” column should match the corresponding Annual MTW Plan

** Select “Status at the End of Plan Year” from Committed, Leased/Issued

*** Went under contract in prior fiscal year and was included in FY 18 report

Describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

The new 50900 requires reporting of planned PBVs, which will be either under AHAP or HAP during the Annual Plan fiscal year. In prior plans, DHCD reported only on PBVs which were anticipated to be under HAP contract. Accordingly, some of the projects on the table above were under AHAP in prior fiscal years but were not previously included in planned or actual projects; however, they were leased in FY 2019. Additionally, three of the projects anticipated for FY 2019 went under contract in FY 2018 and were included in the FY 2018 report.

ii. Actual Existing Project Based Vouchers

Including the new units/developments added to DHCD’s PBV program in FY 2019 shown in Table 1, DHCD provided subsidies and oversight for 3,579 PBV units. Table 2 provides a list of existing PBV projects and summary descriptions, including information on actual unit counts at the end of the Plan Year.

Planned number of PBVs was not included in the FY 2019 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, the actual number of PBVs in FY 2019 was used for the planned number of PBVs as well.

Table 2: Actual Existing Project Based Vouchers

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
1060 Belmont Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
108 Newbury Street	4	4	Leased/Issued	No	Family - New construction of four-story building
109 Gilman Street	1	1	Leased/Issued	No	Family unit
1129 Dorchester Avenue	8	8	Leased/Issued	No	Family and Elderly/Disabled units
1202 Commonwealth Avenue	6	6	Leased/Issued	No	Units for homeless individuals
1285-1291 Mass Avenue	4	4	Leased/Issued	No	Family units
140 East Street	2	2	Leased/Issued	No	Elderly/Disabled units
14-24 Roach Street	8	8	Leased/Issued	No	Family units
154-168 Eagle Street	8	8	Leased/Issued	No	Family units; supportive services
165 Winter Street	3	3	Leased/Issued	No	Family - Substantial rehab of historic former school
1-7 Piedmont Street	3	3	Leased/Issued	No	Elderly/Disabled units
1740 Washington Street	8	8	Leased/Issued	No	Units for homeless individuals
181 Washington Street	8	8	Leased/Issued	No	Family - New construction of four-story, mixed-use building
19 Hancock Street	3	3	Leased/Issued	No	Units for homeless individuals
220 Orchard Hill Drive	25	25	Leased/Issued	No	Family and Elderly/Disabled units
250 Gull Pond Road, Wellfleet	2	2	Leased/Issued	No	Family - New construction of three two-unit townhouses
28 Mount Pleasant Street	2	2	Leased/Issued	No	Units for homeless individuals
32 Kent Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
32 Old Ann Page Way	2	2	Leased/Issued	No	Family and Elderly/Disabled units
40A Nelson Avenue	3	3	Leased/Issued	No	Family units
430-436 Dudley Street	3	3	Leased/Issued	No	Units for homeless individuals

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
447 Concord Road	4	4	Leased/Issued	No	Family units
4-6 Ashland Street	3	3	Leased/Issued	No	Units for homeless individuals
46-48 School Street	2	2	Leased/Issued	No	Family units
470 Main Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
48 & 52 Franklin St & 348 Chestnut St	24	24	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
48 Water Street	6	6	Leased/Issued	No	Units for homeless individuals
48-64 Middlesex Street	6	6	Leased/Issued	No	Family units
5 Benefit Street	4	4	Leased/Issued	No	Family units
525 Beach Street	7	7	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - new construction of four-story building
57 Main Street	4	4	Leased/Issued	No	Family - PHA-owned rehab of three-story, mixed-use building
58 Harry Kemp Way	4	4	Leased/Issued	No	Family units
580 South Summer Street	12	12	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
6 Fort Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
66 Hudson at One Greenway	8	8	Leased/Issued	No	Disabled - PBV units reserved for disabled; new construction of 10-story high-rise
75 Amory Avenue	8	8	Leased/Issued	No	Family - New construction rental PBVs at 30% AMI
75 Cross Street	8	8	Leased/Issued	No	Supportive services
82 Green Street	10	10	Leased/Issued	No	Units for homeless individuals
86 Dummer Street	2	2	Leased/Issued	No	Family - New construction of rental in a three-story building
885C State Highway	1	1	Leased/Issued	No	Family - New construction - 40B project
9 May Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Acre High School Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Acushnet Commons	3	3	Leased/Issued	No	Family units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Ames Privilege 2	4	4	Leased/Issued	No	Family - Substantial rehab of historic mill complex
Ames Shovel Works/Main and Oliver Streets	8	8	Leased/Issued	No	Family - Substantial rehab of historic factory complex
Amory Street/10 and 20 Amory Avenue	10	10	Leased/Issued	No	Family units
Armory Street Apartments	1	1	Leased/Issued	No	Disabled - PBV unit reserved for disabled; new construction of four-unit building
Austin Corridor II	5	5	Leased/Issued	No	Family - Substantial rehab of six separate buildings
Baker Street	20	20	Leased/Issued	No	Family units
Barnstable Family/Kimber Woods	7	7	Leased/Issued	No	Family units
Barnstable Senior/Lombard Farm	8	8	Leased/Issued	No	Elderly/Disabled units
Bedford Green Apts.	69	69	Leased/Issued	No	VASH PBV rental on VA campus
Bellingham Hill Family Homes	7	7	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Benfield Farms/South Street	5	5	Leased/Issued	No	Elderly - New construction facility for the elderly
Berkshire Peak (formerly Riverview Homes)	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction
Bethany Hill School	10	10	Leased/Issued	No	Family units
Bliss School	8	8	Leased/Issued	No	Family units
Borinquen Apartments (formerly Villa Borinquen)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Boston YWCA	0	20	Leased/Issued	No	Units for homeless individuals
Bowers Brook	4	4	Leased/Issued	No	Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Breezy Acres Expansion/Great Cove Community	8	8	Leased/Issued	No	Family - New construction of five duplex buildings
Bridgeview Center	8	8	Leased/Issued	No	Family and Disabled - New construction of mixed-use, multi-story building
Cabot Street Homes	8	8	Leased/Issued	No	Elderly/Disabled units
Capen Court	8	8	Leased/Issued	No	Elderly/Disabled units
Capital Square Apartments	8	8	Leased/Issued	No	Family units
Carpenters Glen	8	8	Leased/Issued	No	Family - Rehab of existing townhouse-style development
Carter School	8	8	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 50% AMI
Chapin School Veterans Housing	43	43	Leased/Issued	No	Adaptive reuse of former school for Veterans
Chestnut Park Apartments	8	8	Leased/Issued	No	Family - Adaptive reuse of former church and school; 85, 95, 57-60 Chestnut Street, 218 Hampden Street
Clay Pond Cove	8	8	Leased/Issued	No	Family units
Commonwealth Apartments	88	88	Leased/Issued	No	Expiring Use Project - Family - 88 out of 106 EVs converted to PBVs
Conant Village	15	15	Leased/Issued	No	Family units
Congress Street Residences	8	8	Leased/Issued	No	Family - New construction; Dow, Palmer, Congress, Perkins, Ward Streets
Conifer Hill Commons II	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Conifer Hill Commons Phase I	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Coolidge at Sudbury	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction of four-story building
Coolidge School Apts.	4	4	Leased/Issued	No	Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Cordovan at Haverhill Station	8	8	Leased/Issued	No	Family units
Cottage Square	8	8	Leased/Issued	No	Family - Adaptive reuse of former mill (four stories)
Counting House Lofts	6	6	Leased/Issued	No	Family - Adaptive reuse of historic mill (six stories)
Cumber Homes Apartments/Cumberland and Dwight	8	8	Leased/Issued	No	Family units
Cutler Heights	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Dalton Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of existing multifamily housing; 11 separate buildings
Depot Crossing	8	8	Leased/Issued	No	Family units
Doe House	5	5	Leased/Issued	No	Units for homeless individuals
Duck Mill/Union Crossing Phase II	8	8	Leased/Issued	No	Family - Adaptive reuse of historic mill; PBVs serve 30% AMI families
Earle Street	15	15	Leased/Issued	No	Family units; supportive services
East Howard Street/Veterans Housing	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; new construction, one building
Edmands House	59	59	Leased/Issued	No	Expiring Use Project - Family - 59 out of 68 EVs converted to PBVs
Familias Unidas	8	8	Leased/Issued	No	Supportive services
Fina House	7	7	Leased/Issued	No	Family units
Firehouse Place	4	4	Leased/Issued	No	Family and Elderly/Disabled units
First Lowell	30	30	Leased/Issued	No	Expiring Use Project - Family - 30 out of 37 EVs converted to PBVs
Fitchburg Place	8	8	Leased/Issued	No	Elderly/Disabled units
Fitchburg Yarn Mill	8	8	Leased/Issued	No	Family units
Forest Springs, Great Barrington	5	5	Leased/Issued	No	Family - New construction
Founders Court/979 Falmouth Road	2	2	Leased/Issued	No	Family units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Four Addresses in Arlington/Summer Broadway Bow Webster	4	4	Leased/Issued	No	Family units; 29 Bow Street, 288B Summer Street, 77 Webster Street, 222 Broadway
Freedom Village	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Gateway Residences on Washington	0	8	Committed	No	Family - New construction mixed-use building
General Heath Square Apartments	8	8	Leased/Issued	No	New construction, family units
Goshen Senior Housing, Goshen	6	6	Leased/Issued	No	Elderly - New construction
Grandfamilies House	8	8	Leased/Issued	No	Supportive services
Granite Street Housing	5	5	Leased/Issued	No	Supportive services
Greater Four Corners Stabilization - Pilot, Boston	2	2	Leased/Issued	No	Family - Scattered site rehab of four buildings
Hadley Building	8	8	Leased/Issued	No	Family - Historic rehab of former furniture store
Harbor and Lafayette Homes	4	4	Leased/Issued	No	Moderate Rehabilitation with existing tenants
Harbor Cove/63 Washington Avenue	0	24	Leased/Issued	No	Supportive services
Hayes	4	4	Leased/Issued	No	Elderly/Disabled Units
Hearth at Olmstead Green	15	15	Leased/Issued	No	Elderly/Disabled units
High Rock Homes	8	8	Leased/Issued	No	Family units
Highland Terrace	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Highland Village	110	110	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Hillside Avenue	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Hillside Village	16	16	Leased/Issued	No	Family units
Holcroft Park Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units; 30 Mill Street; 10, 22, 30 Grant Street
Holcroft Park Homes Phase II	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Home Together	4	4	Leased/Issued	No	Family - New construction of two duplex buildings

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Hope in Action	49	49	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - seven scattered sites/two towns
Ingraham Place	8	8	Leased/Issued	No	Supportive services
Island Creek North	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; one four-story building
Island Creek North/Age Unrestricted	8	8	Leased/Issued	No	New construction - One four-story building; fitness center/community room
Jackson Commons	8	8	Leased/Issued	No	Family - New construction of four-story building
Janus Highlands	8	8	Leased/Issued	No	Family units
Jewel Crossing, North Attleboro	8	8	Leased/Issued	No	Family - New construction; mixed income
Kaszanek House, Malden	8	8	Leased/Issued	No	Rehab of 11-unit SRO facility with a homeless preference
Kendrigan Place	8	8	Leased/Issued	No	Family - Rehab of existing six-story building
Kensington Court @ Lakeville Station	8	8	Leased/Issued	No	Family units
KGH Phase 4	5	5	Leased/Issued	No	Family and Elderly/Disabled units
King Street	5	5	Leased/Issued	No	Supportive services
Kings Landing	78	78	Leased/Issued	No	Expiring Use Project - Family - 78 out of 108 EVs converted to PBVs
Knitting Mill Apartments	8	8	Committed	No	New construction
Lafayette Housing	8	8	Leased/Issued	No	Family units; 10 Congress Street, 3-13 Prince Street Place
Lenox Schoolhouse, Lenox	4	4	Leased/Issued	No	Age Restricted (55+ older) - Existing project changing from Assisted Living to 55 and older
Lincoln Hotel	63	63	Leased/Issued	No	Family units
Loft @ 30 Pines (formerly Heywood Wakefield 4)	8	8	Leased/Issued	No	Family - Substantial rehab of historic former mill
Loring Towers	8	8	Leased/Issued	No	Family units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Ludlow Mill, Ludlow	8	8	Leased/Issued	No	Age Restricted (55+ older) - Adaptive reuse of historic mill building
Malden Mills Phase II	7	7	Leased/Issued	No	Family - Adaptive reuse of historic mill building into 62 units
Marion Village Estates/Front Street/Route 105	8	8	Leased/Issued	No	Family - New construction of two buildings/two stories
Marshall Place Apartments	8	8	Leased/Issued	No	Elderly/Disabled units
Mashpee Village Phase II	8	8	Leased/Issued	No	Family - Rehab of existing affordable housing; 51 garden-style buildings
Mayhew Court	12	12	Leased/Issued	No	Family units
McCarthy Village/Whittlesey Village	12	12	Leased/Issued	No	Family - New construction of six duplexes on surplus housing authority land
Mechanic Mill 2017	8	8	Leased/Issued	No	Substantial Rehab-Adaptive Reuse, Family units at 30%
Melpet/Route 134 Community Housing	7	7	Leased/Issued	No	Family - New construction of eight farmhouse-style buildings
Middlebury Arms	49	49	Leased/Issued	No	Expiring Use Project - Family - 49 out of 62 EVs converted to PBVs
Montello Welcome Home II	8	8	Leased/Issued	No	New construction. Supportive housing services-homeless preference.
Montello Welcome Home Phase I	8	8	Leased/Issued	No	Supportive Housing - Homeless preference; new construction of 20-unit building (+1-2units)
Morgan Woods/Pennywise Path	6	6	Leased/Issued	No	Family units
Moseley Apartments	6	6	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 30% AMI
North Bellingham Veterans Home	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; substantial rehab of legion post

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
North Square at the Mill District	8	8	Leased/Issued	No	New construction, family units at 30% AMI
North Village	134	134	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing; 12 townhouse-style buildings
Ocean Shores	8	8	Leased/Issued	No	Elderly/Disabled units
Old High School Commons	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Olympia Oaks	8	8	Leased/Issued	No	Family - New construction; 11 buildings
One Beach	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; four stories/elevator
Oscar Romero	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Outing Park I	94	94	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Outing Park II	81	81	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Oxford Ping on 3-4 Ping Street	4	4	Leased/Issued	No	Disabled - New construction of 10-story (w/elevator) building; PBV units reserved for disabled
Paige Apartments	8	8	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Palmer Cove	6	6	Leased/Issued	No	Family and Elderly/Disabled units, supportive services
Paradise Pond Apartments	8	8	Leased/Issued	No	Family units
Parcel 25 Phase 1A, Boston	8	8	Leased/Issued	No	Family - New construction; five-story, mixed-use building
Pelham House	3	3	Leased/Issued	No	Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Pilot Grove Apartments II	7	7	Leased/Issued	No	Family - New construction of five townhouse buildings
Pine Woods	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Powderhouse Village	8	8	Leased/Issued	No	Elderly/Disabled units
Prichard Academy	2	2	Leased/Issued	No	Family - Rehab of two four-story buildings
Prospect Hill	4	4	Leased/Issued	No	Family units
Puerta de la Esperanza	27	27	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Putnam Green	8	8	Leased/Issued	No	Family units
Reed House Annex	8	8	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./158 Walnut Avenue	8	8	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./36 Edgewood Street	3	3	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./526 Mass. Avenue	7	7	Leased/Issued	No	Supportive services
Residences at Brighton Marine	8	8	Leased/Issued	No	New construction, family units 100% preference for veterans
Residences at Canal Bluff	3	3	Leased/Issued	No	Family units
Residences at Stonybrook	4	4	Leased/Issued	No	Family units
Residences at Stonybrook Phase II	8	8	Leased/Issued	No	Family - New construction of seven townhouse-style buildings
Reviviendo	3	3	Leased/Issued	No	Units for homeless individuals; 105 Newbury Street, 105 Haverhill Street, 60 - 62 Newbury Street, 10 Jackson Terrace
Rice Silk Mill	5	5	Leased/Issued	No	Family units
RTH Riverway	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction of 10-story building
Ruggles Assisted Living	35	35	Leased/Issued	No	Supportive services
Russell Terrace	2	2	Leased/Issued	No	Units for homeless individuals

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Sacred Heart	8	8	Leased/Issued	No	Elderly/Disabled units; 23 Hawley Street, 30 Groton Street, 32 Groton Street
Salem Harbor	4	4	Leased/Issued	No	Family units
Salem Heights	72	72	Leased/Issued	No	Family units
Salem Point LP/Harbor, Ward, Peabody Streets	7	7	Leased/Issued	No	Family units; 43, 57-59, 64 Harbor; 43 Ward; and 38 Peabody Street
Sally's Way	4	4	Leased/Issued	No	Family - New construction of six buildings on town-owned land (99-year lease)
Sanford Apartments	5	5	Leased/Issued	No	Family units
Saunders School Apartments	16	16	Leased/Issued	No	Supportive services
Shoe Shop Place	5	5	Leased/Issued	No	Family - Adaptive reuse of an old mill creating rental housing
Sirk Building	8	8	Leased/Issued	No	Family units
Sitkowski School	8	8	Leased/Issued	No	Elderly - Substantial rehab of former school
Southgate Place	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Green	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Row	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Spring Gate	181	181	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Hill	37	37	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Meadow	52	52	Leased/Issued	No	Expiring Use Project - Family - 52 out of 98 EVs converted to PBVs
Squantum Gardens/The Moorings	39	39	Leased/Issued	No	Elderly/Disabled units
St. Joseph's Apartments	4	4	Leased/Issued	No	Family units
St. Joseph's Redevelopment	8	8	Leased/Issued	No	Family (3 units) and Disabled (5 units) - New construction of four-story, mixed-use building

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
St. Polycarp I	8	8	Leased/Issued	No	Family and Elderly/Disabled units
St. Polycarp-Phase II	8	8	Leased/Issued	No	Family units
St. Polycarp-Phase III	8	8	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - New construction of three-story building
Stable Path Residences	5	5	Leased/Issued	No	Family - New construction of 10 buildings (2- and 3-bedroom townhouses)
Stage Coach Residences	6	6	Leased/Issued	No	Family (4 units) and Disabled (2 units) - New construction/surplus PHA land
Steven's Corner	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Sudbury	11	11	Leased/Issued	No	Family units; 41 Great Road, 56 Great Road, 11 Ford, 19 Greewood, 10 Landham
Summerhill Glen	89	89	Leased/Issued	No	Expiring Use Project - Family - 89 out of 120 EVs converted to PBVs
Tapley Court	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Tenney Place Phase I	8	8	Leased/Issued	No	Family - New construction of two buildings
Thankful Chase	5	5	Leased/Issued	No	Family and Elderly/Disabled units
The Flats @ 22 (formerly Standard Box Apartments)	0	5	Leased/Issued	No	Family and Disabled - Four units reserved for disabled; new construction/townhouse style
The Kendall	8	8	Leased/Issued	No	Existing SRO; six units at 50% AMI and two units at 30% AMI
TILL Building	5	5	Leased/Issued	No	Family units
Tri-Town Landing	8	8	Leased/Issued	No	Family - New construction on site of former drive-in
Tri-Town Landing I	8	8	Leased/Issued	No	Family units
Tri-Town Landing II	8	8	Leased/Issued	No	Family - New construction of three-story building; former drive-in

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Twelve Summer Street	4	4	Leased/Issued	No	Family units
Union Crossing	8	8	Leased/Issued	No	Family units
Unity House	8	8	Leased/Issued	No	Family units; supportive services
Unquity House	139	139	Leased/Issued	Yes	RAD (Rent Supp) - Existing Elderly Housing - one high rise
Veteran's Supportive Housing/1323 Broadway Street	7	7	Leased/Issued	No	Supportive Housing - Homeless veterans; rehab of former nursing home
Veterans Park Apartments/Schoolhouse Green	8	8	Leased/Issued	No	Elderly/Disabled units
Village at 815 Main	5	5	Leased/Issued	No	Family units
Village at Hospital Hill	8	8	Leased/Issued	No	Elderly/Disabled units
Village at Hospital Hill II <i>Part of Phase I</i>	8	8	Leased/Issued	No	Elderly/Disabled units
Village at Lincoln Park	3	3	Leased/Issued	No	Family - New construction on former amusement park site
Village at Lincoln Park Senior, Dartmouth	8	8	Leased/Issued	No	Elderly - New construction
Village Center/Haydenville	6	6	Leased/Issued	No	Family - Rehabilitation of seven scattered site buildings: 11, 13 South Main Street; 1 North Main Street; 148 Main Street; 12 Williams Street; 397 Main Road; Chesterfield
Village Green Phase I	6	6	Leased/Issued	No	Family - New construction of two three-story buildings
Village Green Phase II	0	8	Leased/Issued	No	Family - New construction - Phase II - PBVs are at 30% AMI
Wadleigh House	7	7	Leased/Issued	No	Supportive services
Washington Square	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Washington Street SRO, Malden	4	4	Leased/Issued	No	Rehab of SRO facility (three-story building) preference for disabled
Water Mill (formerly Whitney Carriage)	8	8	Leased/Issued	No	Family and Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2019	RAD? (Yes)	Description of Project
	Planned	Actual			
Westfield Hotel	5	5	Leased/Issued	No	Supportive services
Westhampton Senior	3	3	Leased/Issued	No	Elderly/Disabled units
Westhampton Woods/Senior Housing-Phase II	2	2	Leased/Issued	No	Elderly - New construction of four duplex buildings
Westport Village Apartments	12	12	Leased/Issued	No	Elderly/Disabled units
Whipple School Annex	8	8	Leased/Issued	No	Elderly/Disabled units
Wilber School	8	8	Leased/Issued	No	Family units
Wilkins Glen	82	82	Leased/Issued	No	Expiring Use Project - Family - 82 out of 103 EVs converted to PBVs
Winter Gardens	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Winter Street	13	13	Leased/Issued	No	Family - Workforce rental housing
Winthrop Apartments	8	8	Leased/Issued	No	Elderly - New construction of four-story building
Woods at Wareham	19	19	Leased/Issued	No	Expiring Use Project - Family - 19 out of 22 EVs converted to PBVs
Worcester Loomworks 2	8	8	Leased/Issued	No	Family - New construction (55 units); former mill site
Yarmouth Green	7	7	Leased/Issued	No	New construction, family housing at 30% AMI
YMCA	30	30	Leased/Issued	No	Elderly/Disabled units; two units for homeless individuals
YWCA Market Street	4	4	Leased/Issued	No	Family - Rehab of an existing five-unit building plus a new addition for five units
Zelma Lacey Mishawum	20	20	Leased/Issued	No	Supportive services
Planned/Actual Existing Project-Based Vouchers	3,345	3,410			

*Figures in "Planned" column should match the corresponding Annual MTW Plan

** Select "Status at the End of Plan Year" from Committed, Leased/Issued

Describe differences between the Planned and Actual Existing Number of Vouchers Project Based:

The planned number of PBVs, by development, was not included in the FY 2019 MTW Annual Plan, as this table was not required in the previous HUD Form 50900. DHCD identified the developments which were inadvertently left out of the planned number in the FY 2019 and updated the table to reflect this change.

iii. **Actual Other Changes to MTW Housing Stock During the Plan Year**

This section is required by HUD. DHCD does not own or manage any federally funded public housing.

iv. General Description of Actual Capital Fund Expenditures During the Plan Year

This section is required by HUD. DHCD does not own or manage federally funded public housing nor does it receive public housing capital funds from HUD.

B. Leasing Information

i. Actual Number of Households Served

DHCD provided housing assistance to approximately 20,353 households in FY 2019 through the HCV MTW program.

Table 3: MTW Households Served Planned vs. Actual

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	NA	NA	NA	NA
MTW HCV Utilized	242,088	243,310	20,174	20,276
Local, Non-Traditional: Tenant-Based	2,220	928	185	77
Local, Non-Traditional: Property-Based	0	0	0	0
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	244,308	244,238	20,359	20,353

**Planned Number of Unit Months Occupied/Leased is the total number of months the MTW PHA planned to have leased/occupied throughout the full Plan Year (as shown in the Annual MTW Plan).*

***Planned Number of Households Served is calculated by dividing the Planned Number of Unit Months Occupied/Leased by the number of months in the Plan Year (as shown in the Annual MTW Plan).*

^^Figures and text in the "Planned" column should match the corresponding Annual MTW Plan

Describe any differences between the planned and actual households served:

Local, Non-Traditional households served were less than planned. See section below on "Discussion of Any Actual Issues/Solutions Related to Leasing" for explanations regarding variances between planned and actual households served.

MTW HCV Utilized includes MTW tenant based and project based vouchers, RAD units, preservation units, Tenant Protection Vouchers, One Year Mainstream Vouchers, and post-2008 FUP vouchers.

The FY 19 Plan included 100 vouchers for a program (YTTSP) where the allocation of vouchers was subsequently reduced

HUD requires that all MTW agencies submit Tables 4 and 5 below, which report on local, non-traditional housing and services, i.e. housing units and/or supportive services which utilize MTW funds but that are not public housing or HCV-related.

Table 4: Local, Non-Traditional Housing Programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households Served*	
		Planned	Actual	Planned	Actual
Tenant-Based	Family Economic Stability Program (FESP)	600	565	50	47
Tenant-Based	Youth Transition to Success Program (YTTSP)	1,620	363	135	30
Tenant-Based	Expanding Housing Opportunities: Relocation Assistance	0	0	0	0
Property-Based	Affordable Housing Preservation and Development Fund	0	0	0	0
Homeownership	NA	N/A	N/A	N/A	N/A
	Planned/Actual Totals	2,220	928	185	77

**The sum of the figures provided should match the total 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.*

Table 5: Local, Non-Traditional Service Programs

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Rental Assistance for Families in Transition (RAFT)	19	228
Support for Secure Jobs Initiative (Services Only)	50	597
Pathways to Prosperity (Launch)	13	149
A Better Life Program Model	0	0

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	DHCD did not experience any leasing-related issues in FY 2019
Local, Non-Traditional	YTTSP leasing numbers were lower than anticipated due to a reduced allocation of vouchers from one hundred down to twenty-eight.

C. Wait List Information

i. Actual Waiting List Information

Table 6: Waiting List Information at Fiscal Year End

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year?
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	Other	124,466	Open	Yes
Tenant-Based Local Non-Traditional MTW Housing Assistance Program	Other	263	Open	Yes

Describe any duplication of applicants across waiting lists:

There is no duplication across waiting lists

ii. Actual Changes to Waiting List in the Plan Year

Waiting List Name	Description of Actual Changes to Waiting List
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	<ul style="list-style-type: none">• Mainstream Preference: For MS2018 vouchers, preference is provided to the following populations, in the order listed below:<ol style="list-style-type: none">1. Qualifying applicants who are in institutional or other segregated settings2. Qualifying applicants who are homeless• Purge: In FY 2019 DHCD began to purge the MTW HCV waiting list. DHCD sent out approximately 120,000 notices to applicants requesting they respond to indicate continued interest and/or any changes. DHCD is in the process of updating applications to reflect changes and anticipates the purge will be completed in FY 2020.

D. Information on Statutory Objectives and Requirements

Under the MTW Agreement between DHCD and HUD, DHCD is required to meet certain statutory objectives and other requirements, and to report on them in the MTW Annual Report. The tables below provide the required information.

i. 75% of Families Assisted are Very Low Income

Table 7: Local Non-Traditional Households and Income Levels

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80% - 50% Area Median Income	0
49% - 30% Area Median Income	10
Below 30% Area Median Income	35
Total Local, Non-Traditional Households Admitted	45

ii. Maintain Comparable Mix

Table 8: Baseline of Mix of Family Sizes Served (upon entry to MTW)

Family Size:	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix Percentages
1 Person	NA	6170	0	6170	31%
2 People	NA	4694	0	4694	24%
3 People	NA	4323	0	4323	22%
4 People	NA	2673	0	2673	14%
5 People	NA	1223	0	1223	6%
6+ People	NA	664	0	664	3%
Totals	NA	19747	0	19747	100%

*"Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA.

Describe the justification for any "Non-MTW Adjustments" given above:

N/A

Table 9: Mix of Family Sizes Served (in Plan Year)

Family Size	Baseline Mix Percentage*	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
1 Person	31%	8235	39%	8%
2 People	24%	5239	25%	1%

Family Size	Baseline Mix Percentage*	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
3 People	22%	3781	18%	-4%
4 People	14%	2178	10%	-3%
5 People	6%	970	5%	-1%
6+ People	3%	550	3%	0%
Totals	100%	20953**	100%	

*The “Baseline Mix Percentage” figures given in the “Mix of Family Sizes Served (in Play Year)” table should match those in the column of the same name in the “Baseline Mix of Family Sizes Served (upon entry to MTW)” table.

** The variance in households served shown in Tables 3 and 9 is due to the methodology used to populate each table. Table 3 represents the total number of unit months leased divided by 12, and therefore is an average of total households served; Table 9 represents all households that have been served through the fiscal year.

^The “Total” in the “Number of Households Served in Plan Year” column should match the “Actual Total” box in the “Actual Number of Households Served in the Plan Year” table in Section II.B.i. of this Annual MTW Report.

^^The percentages in this column should be calculated by dividing the number in the prior column for each family size by the “Total” number of households served in the Plan Year. These percentages will reflect adjustments to the mix of families served that are due to the decisions of the MTW PHA.

Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

In FY 2019, the percentage of families in 1 BR units increased 8% due to the increasing number of families aging in place and an increase in disabled veterans. The percentage change for 1 BR units in FY 2019 was identical to the percentage change in FY 2018.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

Table 10: Transition to Self Sufficiency

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Definition of Self Sufficiency
Support for the Secure Jobs Initiatives: Vouchers and Services, Activity 2018-3	<u>NOTE:</u> Provider does not track data separately for Secure Job voucher holders vs. Secure Jobs services only families. Metric for 2018-4 includes individuals who had	Completion of IEP

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Definition of Self Sufficiency
	vouchers and completed their IEP.	
Support for the Secure Jobs Initiatives: Services Only, Activity 2018-4	53	Completion of IEP
A Better Life Program Model, Activity 2018-5	0	Graduation upon completion of the service plan
Family Economic Stability (FES) Program, Activity 2000-1	5	Graduation from the FES program
Biennial Recertification Process, Activity 2011-4	24	Households who were EOPd at zero HAP
Youth Transition to Success Program (YTTSP), Activity 2011-5	2	Graduation from YTTS program
Family Self Sufficiency (FSS) Program Enhancements, Activity 2012-5	62	Graduation from FSS
Rent Simplification, Activity 2015-1	24	Households who were EOPd at zero HAP
Pathways to Prosperity (Launch), Activity 2019-1	2	Program exit for reasons other than termination of subsidy
Total Households Transitioned to Self Sufficiency	148	
*Figures should match the outcome reported where metric SS#8 is used in Section IV of this MTW Annual Report		

DHCD has indicated that it does not believe the Self-Sufficiency metrics are applicable to the Support for Secure Jobs, A Better Life Program and/or the Rent Simplification activities; however, HUD has required their use. There are 24 households duplicated in the Biennial Recertification Activity.

III. Proposed MTW Activities

All proposed activities that have been granted approval by HUD are reported in Section IV as “Approved Activities”.

IV. Approved MTW Activities

This section of the MTW Annual Report provides information and updates on MTW activities that have been previously approved by HUD and implemented.

In February of 2019, DHCD converted to a new housing software system. As a result of the conversion, there were some issues obtaining all of the data required for reporting of metrics. Where applicable, the metric section of affected activity includes notes concerning the lack of availability of the data. DHCD anticipates that all metrics and reporting will be available for the FY 2020 report.

A. Implemented Activities

Activity 2000-1: Family Economic Stability Program (FESP)

Approval and Implementation

- Approved FY 2000
- Implemented FY 2001

Description/Update

FESP tests an assistance model, which provides a fixed annual stipend to eligible families, regardless of future income or family composition changes. Within certain guidelines, participants exercise considerable decision-making in the utilization of the funds. Case management and program coordination is provided by designated MTW Advisors at each participating agency. Participants may select any housing unit, which they deem affordable and appropriate for their needs and which passes a Housing Quality Standards inspection.

Eligibility for the FES Program is targeted to low-income working families who meet the following criteria:

- Receive, or have received in the past 12 months, public assistance (TAFDC, EA, or SNAP); and
- Are committed to maintaining employment and agree to provide information to assess the effectiveness of the program; and
- Are working at least part-time, for whom employment is imminent, or who are enrolled in a full-time job-training program.

DHCD's Boston based Regional Administering Agency (RAA), Metro Housing|Boston, is responsible for the FES program. Metro Housing|Boston's goal is to maintain enrollment of 50 households in their FES program. The FES program currently has a waitlist of 263 households.

While DHCD planned to expand the use of support funds to include incentive payments for completion of established program goals related to economic self-sufficiency, incentive payments were not implemented in FY 2019. DHCD will continue to explore opportunities to enhance the

program, which may include incentive payments for activities such as retaining full or part time employment, removal from TANF assistance and/or completion of vocational training.

Impact

The FES Program continues to assist participants in reaching goals related to increasing earned income, career progress, improving credit and financial literacy skills, building assets, and developing a three-year housing stability plan.

The FES Program had 53 participating families during the fiscal year. Five participants graduated during the FY 2019 and seven new families enrolled. Four families are currently searching for housing. Of the families participating in FES, 64% have savings with an average savings of \$1,672 and 43% have accumulated escrow with an average escrow of \$1,129. Eighty-five percent of participating families have earned income, an almost five percent increase over FY 2018 representing an average earned income of \$31,724.

A success story from an FES program participant illustrates the beneficial impact of the case management and supportive services, which are integral components of the program. Here is her story:

A woman entered the FES program coming from a shelter as a single mom with 3 children. She obtained full time employment as a Certified Nursing Assistant and went to school full time for nursing. She later obtained her Early Education and Care license and graduated from FES early. She now rents a 4-bedroom apartment and pays market rent. She was able to use the money she accumulated from the FES escrow savings to cover start-up costs for her new apartment.

In FY 2019, there were six households who requested and were granted a hardship exemption from the reduction in subsidy dictated by program design. Five of the six families are now paying their increased rent share more comfortably since the hardship exemption ended; however, since one family is still in school a hardship extension has been requested.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The average escrow fell short of the benchmark in that there were five families who graduated during the fiscal year and new families entering the program do not yet have escrow.

Metrics

<i>CE #4: Increase in Resources Leveraged*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$0.00	\$0.00	N/A
<i>* This metric has been required by HUD. DHCD does not leverage funds in connection with this activity and does not consider this metric applicable to this activity.</i>				
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$18,937	\$27,957	\$31,724	Yes
<i>SS #2: Increase in Household Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of escrow of households affected by this policy in dollars (increase).	\$0.00	\$1,914	\$1,129	No
Average amount of savings of households affected by this policy in dollars (increase).	\$0.00	\$381	\$1,672	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	1 participant	10 participants	8 participants	Yes
	1% of participants	20% of participants	15%	
Employed Part-Time or Full-Time	85 participants	40 participants	45 participants	Yes
	99% of participants	80% of participants	85%	
Enrolled in an Educational Program or Job Training *	0 participants	8 participants	3 participants	No
	0% of participants	16% of participants	6 % of participants	

**Participation in education is required only at some point in the program. Totals will vary based on when current participants participate in their required education component.*

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	4 households in FY 2015	7 households	2 households	Yes

SS #5: Households Assisted by Services that Increase Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	50 households	53 households	Yes

SS #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$450 in FY 2015	\$1,133	\$1,015	Yes

SS #7: Increase in Agency Rental Revenue*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	\$473 in FY 2015	\$674*	\$498	Yes

**DHCD does not have any rental revenue and has been instructed by HUD to report on Average Tenant Rent to Owner.*

SS #8: Households Transitioned to Self Sufficiency*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	0 households*	5 households	Yes

**Self-sufficiency is defined as graduation from the FES program.*

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households in FY 2019	Not available due to aforementioned data issue	
<i>HC #6: Increase in Homeownership Opportunities</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	0 households	0 households	0 households	Yes

Activity 2010-2: Payment Standard Exceptions

Approval and Implementation

- Approval FY 2010
- Implementation activities began in FY 2010.

Description/Update of MTW Activity

Under this MTW initiative, DHCD is authorized to approve any documented and reasonable exceptions to payment standards as a reasonable accommodation for HCV households with disabled household members without HUD approval. This policy is utilized without regard to the percentage increase requested over the payment standard.

Impact

In FY 2019, DHCD received and approved six (6) reasonable accommodation (RA) payment standard (PS) exceptions; however, one of the six families did not ultimately lease a unit. While DHCD received and approved more RA PS exception requests than anticipated, the resulting outcome is that DHCD was able to assist more disabled households to find units that address their disability-related needs.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not achieve the benchmarks for total cost savings due to more requests than anticipated and increases in hourly wage rates. However, DHCD did achieve the timesaving's benchmark and the overall cost per request is significantly below baseline. DHCD will update cost savings benchmarks in the next MTW Plan to reflect increases in wages.

Metrics

<i>HC #5: Increase in Resident Mobility*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households	6 households	Yes

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Total cost of time prior to implementation: \$82 Time to process request: 1.5 hours FY 2011 Requests: 3 Staff hourly rate: \$18.17	Total cost of time after implementation: \$77 Time to process request: .75 hours FY 2019 Requests: 5 Staff hourly rate: \$20.54	Total cost of time after implementation: \$98 Time to process request: .75 hours FY 2019 Requests: 6 Staff hourly rate: \$21.84	No (see Challenges above) Additional requests were received; however streamlined process was used
CE #2: Staff Time Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total time prior to implementation: 4.5 hours Time to process request: 1.5 hours FY 2011 Requests: 3	Total time after implementation: 3.75 hours Time to process request: .75 hours FY 2019 Requests: 5	Total time after implementation: 4.5 hours Time to process request: .75 hours FY 2019 Requests: 6	Yes (adjusting for number of requests) Additional requests were received; however streamlined process was used
<i>*These metrics below include payment standard exception requests that were granted as a reasonable accommodation.</i>				

Activity 2010-3: Owner Incentive Fund

Approval and Implementation

- Approved FY 2010
- Implemented FY 2010

Description/Update

An Owner Incentive Fund pilot initiative was established in January 2010 to promote upgrades to the housing stock in areas of the state with a large percentage of older, deteriorated housing stock. DHCD's goals for this activity are:

- Leasing higher quality units including incentivizing owners to upgrade existing housing at least one grade level, i.e. from a "C" to a "B" grade, or from a "B" to an "A" grade;
- Increasing the number of units that are accessible to persons with disabilities
- Expanding the number of units leased in currently underserved neighborhoods; and,
- Encouraging new owner participation.

The program has been piloted by the Berkshire Housing Development Corporation (BHDC) since inception. Participating owners are eligible for a flat fee financial incentive payable over the first year of the HAP contract, provided that their unit is compliant with HQS at all times during this initial term. At the end of the first year under HAP contract, owners are eligible for an additional one-time payment under certain conditions.

Impact

In FY 2019, DHCD provided incentives to eight (8) owners for eight (8) units. Of the eight (8) units, one (1) was brought on as an "A" grade unit and seven (7) were upgraded from a "C" to a "B" grade. No new accessible units were brought on to the program in FY 2019. Six (6) new owners were added to the HCV program in FY 2019. This level of activity exceeded DHCD benchmarks for the fiscal year. DHCD will continue to look for ways to expand this activity and conduct outreach to increase the number of units leased in underserved neighborhoods.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not experience any challenges in achieving benchmarks for this activity.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households	8 households	Yes

Activity 2010-4: Development of Local Forms

Approval and Implementation

- Approved FY 2010
- Implemented FY 2013

Description/Update

Under this initiative, DHCD develops local versions of forms, as needed, to streamline processing, utilize “plain language,” address MTW policies and address local housing market features. New forms are rolled out to RAA contractors as they are completed.

To date, DHCD has developed local versions of the PBV HAP and AHAP forms to incorporate relevant MTW provisions. The revised forms have been implemented at all new expiring use projects. Additionally, DHCD has implemented its local versions of the FSS Contract of Participation and Individual Training and Service Plan to reflect DHCD’s MTW FSS Program. While the new FSS forms do not result in Agency savings, they more accurately reflect DHCD’s MTW FSS Program.

Impact

No new forms were developed and implemented in FY 2019; however, DHCD will continue to explore opportunities to streamline and develop new local forms. The number of PBV contracts executed was greater than anticipated, and as such, the savings generated were greater than anticipated.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD achieved significant cost and time savings on a per-task basis. Both the total cost and time required were higher than the benchmark primarily because nearly 50% more PBV HAP contracts were executed than anticipated. DHCD will update cost savings benchmarks in the next MTW Plan to reflect increases in wages.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Total cost prior to implementation: \$400	Total cost after implementation: \$72	Total cost after implementation: \$137	Yes (adjusting for actual number of new HAP contracts)

	<p>HAP Contracts executed in FY 13: 11</p> <p>Time to Prepare HAP contract prior to implementation: 2 hours</p> <p>Average hourly wage: \$18.17</p>	<p>Expected HAP Contracts executed in FY 2019: 14</p> <p>Time to Prepare HAP contract after implementation: .25 hours</p> <p>Average hourly wage: \$20.54</p>	<p>Actual HAP Contracts executed in FY 2019: 25</p> <p>Time to Prepare HAP contract after implementation: .25 hours</p> <p>Average hourly wage: \$21.84</p>	
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	<p>Total staff time required prior to implementation: 22 hours</p> <p>HAP Contracts executed in FY 13: 11</p> <p>Time to Prepare HAP contract prior to implementation: 2 hours</p>	<p>Total staff time required after implementation: Hours 3.5</p> <p>Expected HAP Contracts executed in FY 2019: 14</p> <p>Time to Prepare HAP contract after implementation: .25 hours</p>	<p>Total staff time required after implementation: Hours 6.25</p> <p>Expected HAP Contracts executed in FY 2019: 25</p> <p>Time to Prepare HAP contract after implementation: .25 hours</p>	Yes (adjusting for actual number of new HAP contracts)

Activity 2011-2: Supporting Neighborhood Opportunity in Massachusetts (Formerly Your Choice)

Approval and Implementation

- Approved FY 2011
- Implementation activities began in FY 2018

Description/Update of MTW Activity

Under this initiative, DHCD established the Supporting Neighborhood Opportunity in Massachusetts (SNO Mass) Program. The purpose of DHCD's SNO Mass MTW initiative is to provide significant supports and encouragement to existing voucher participants and/or new voucher holders who wish to move to areas with empirically documented improved educational systems, healthier environments, job opportunities, social services and other opportunities. Children who move to these areas are much more likely to graduate college and earn, on average, \$300,000 more over their lifetimes than if they stay in a lower-opportunity neighborhood. DHCD will employ the use of SAFMRs in this program to further enhance mobility options for program participants.

Existing participants and/or voucher holders interested in moving into these areas will be provided with case management support both before and after the move through the participating RAAs. Financial support to assist with security deposits, moving expenses, and other pre- and post-move expenses may be provided based on family needs and budget availability. Families will be encouraged or required to develop a family plan to access opportunities in their new neighborhoods with a special focus on positive outcome educational programs for children.

This activity was approved in 2011. In FY 2018, DHCD conducted an analysis of current voucher holder locations, rental market data and opportunity neighborhoods and selected two RAAs to begin a pilot program under this activity. In FY 2019, DHCD began implementation of the SNO Mass pilot. Pilot RAAs have hired 2 full-time employees each to support participants considering enrollment, as well as those enrolled in the program. Using the Child Opportunity Index, developed by Brandeis University and the Kirwan Institute, DHCD has identified Opportunity Areas in areas served by the RAAs, and developed a complementary Housing Locator Tool to identify eligible housing units. Following the launch of the pilot sites, DHCD will develop a statewide expansion plan in FY 2020.

Impact

Mobility coaches have been hired and have begun outreach and engagement. No households have enrolled in the program to date; however, DHCD anticipates enrollment will begin in FY 2020.

Actual Non-Significant Changes

There were no significant changes to this activity in FY 2019.

Changes to Metrics

DHCD has made changes to the metrics identified in the FY 2019 Annual Plan to reflect program implementation plans.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not begin serving participants in FY 2019, and thus outcomes are zero.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	20 households	0	No, see Challenges above
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0 households	20 households	0	No, see Challenges above

Activity 2011-4: Biennial Recertification Process

(Changed to Multi-Year Recertifications in FY 2020)

Approval and Implementation

- Approved FY 2011
- Implemented FY 2012
- Modified FY 2012

Description/Update

Under this initiative, the following recertification policies apply:

- Allow biennial recertifications for all MTW households;
- Limit the number of voluntary interim recertifications that an MTW family may complete between regular biennial recertifications to two. Required interim recertifications do not count against the limit. Elderly and disabled households, as well as households who live in an Expiring Use project on the conversion date and select a PBV, and FSS households, are exempt from this provision and are able to complete an interim recertification at any time;
- Any household that believes they would benefit by an annual recertification may request an annual income recertification. If a household has requested and is approved for an annual recertification frequency, DHCD will allow one voluntary interim recertification between annual recertifications.

Impact

DHCD continues to benefit from overall cost and time savings for processing biennial recertifications. Additionally, households benefit, as they do not have to report increases in income between regular recertifications. Accordingly, average earned income for work-able households exceeded forecasts in FY 2019. Earned income increased 3% over FY 2018.

DHCD allows households experiencing a reduction in income greater than 30% for reasons beyond their control to request an exemption from the limit on interims. In FY 2019, one household requested an exemption from the limit on interim recertification and this exemption request was approved. Additionally, in FY 2019, one household requested an exemption from the biennial recertification frequency in exchange for an annual frequency; this request was approved.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The actual number of households who left the program at \$0 HAP was not as high as planned due to tight rental markets; however all other indicators in this activity reveal positive self-sufficiency outcomes including average earned income and the number of households on TANF.

Metrics

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of vouchers: 20,298 Time per Recertification: 2.5 hours Average Hourly Staff Rate: \$18.17 Total Cost of Activity Prior to Implementation: \$922,037	Anticipated Number of Recertifications: 10,061 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$20.54 Anticipated Total Cost of Activity in FY 2019: \$ 464,969*	Actual Number of Recertifications 9,321 Time per Recertification 2.25 hours Average Hourly Staff Rate \$21.84 Actual Total Cost of Activity in FY 2019 \$458,033	Yes
<i>*Accounts for cost savings from Biennial Recertifications and Rent Simplification</i>				
CE #2: Staff Time Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Number of vouchers: 20,298 Time per Recertification: 2.5 hours Total Time Spent on Activity Prior to Implementation: 50,745 hours	Anticipated Number of Recertifications: 10,061 Time per Recertification: 2.25 hours Anticipated Total Time Spent on Activity in FY 2019: 22,637 hours	Actual Number of Recertifications 9,321 Time per Recertification 2.25 hours Actual Total Time Spent on Activity in FY 2019: 20,972 hours	Yes
<i>*Accounts for time savings from Biennial Recertifications and Rent Simplification</i>				

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$19,058*	\$21,871	\$25,865	Yes
<i>*DHCD modified this baseline in FY 2016 based on revised calculation methods applied to FY 2012 figures.</i>				
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Other – Employed	5,019 households in FY 2011	3,688 households	5,409 households	Yes
	54% of work-able households	40% of work-able households	61% of work-able households	Yes
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2,920 households in FY 2011	2,150 households	1,615 households	Yes
SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	110 households**	24 households	No
<i>**Households who were EOPd at zero HAP.</i>				

Activity 2011-5: Youth Transition to Success Program (YTTSP)

Approval and Implementation

- Approved FY 2011
- Implemented FY 2013

Description/Update

DHCD has designed and implemented a time-limited program to provide continued support to and build upon the successes of the Family Unification - Aging Out of Foster Care Program (FUP). Under this activity, DHCD provides a shallow short-term subsidy and supportive service funds, and an escrow savings account for:

FUP AOP Referrals:

- Referred by DCF;
- Participated in FUP AOP for no less than 18 months;
- Employed for at least 12 hours per week;
- Enrolled in an education or training program at the time of referral;
- Participant in good standing under FUP AOP, including no tenancy violations and current on rent;
- Income eligible for the HCV program; and,
- Meets other DHCD eligibility screening requirements.

College Referrals:

- Referred by DCF;
- Enrolled in a full-time or part-time moving to full-time post-secondary degree or Associate's Degree program at the time of referral;
- Income eligible for the HCV program; and,
- Meets other DHCD eligibility screening requirements.

Other Agency Referrals:

- Enrolled in a full-time designated employment program;
- Income eligible for the HCV program; and,
- Meets other DHCD eligibility screening requirements.

YTTSP will provide participants with:

- A flat rental subsidy that steps down annually by 15% after the first two years. Thereafter, the subsidy will decrease 15% per year for the remaining three years;
- A matched savings account up to \$800/year; and,
- An annual support budget of \$500 for expenses related to sustaining employment and meeting educational goals.

Impact

Since inception and through the end of FY 2019, 18 participants have graduated. Two participants graduated in FY 2019. Two notable success stories in FY 2019 illustrate the impact of the program on its participants:

A YTTSP participant, who was a foster child, used the assistance from the program to save, prepare and invest in her future. She is enrolled in college and is working on a Bachelor's degree in nursing. In a letter to the program staff, she said, "I am happy to tell you that this program has changed my life for the better. I will continue to use the resources behind me to create a successful future for myself. My prayer is that this program will continue to help kids who are responsible, motivated and committed to becoming self-sufficient.

In FY 2019, a YTTSP participant graduated from Westfield State University with a Master's Degree in social work. She continues to work and now would like to pursue the goal of homeownership. She has been referred to the first time homebuyers' classes and we anticipate that perhaps next year we will report her as a new homeowner.

Participation in YTTSP increased during FY 2019 as a result of referrals from providers outside of DCF. As such, outcomes reflect higher than anticipated participation numbers. DHCD anticipates that participation numbers will level out upon turnover of the vouchers issued to participants from other referral partners, as DHCD will not reissue these vouchers.

Actual Non-Significant Changes

In FY 2019, DHCD implemented additional guidelines regarding rental subsidies, referrals of students enrolled in an Associate's Degree program, and other agency referrals.

Changes to Metrics

There were no changes to metrics in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not experience any significant challenges in achieving benchmarks for this activity.

Metrics

<i>CE #4: Increase in Resources Leveraged*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$380,000	\$353,600	Yes Amount of funds leveraged is related to number of participants. The amount per participant was as planned.
<i>*Includes only referrals from DCF</i>				

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$9,492 for current YTTSP participants at time of enrollment	\$10,012	\$15,358	Yes
SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$680	Not available due to aforementioned data issues	N/A
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Enrolled in an Educational Program	7 participants	12 participants	42	Yes
	100% of participants	60% of participants	95% of participants	
Unemployed	0 participants	14 participants	15 participants	Yes
	0% of participants	70% of participants	34% of participants	
Other – Employed	7 participants	6 participants	29 participants	Yes
	100% of participants	30 % of participants	66% of participants	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 households	4 Households	2 Households	Yes

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	20 households	44 participants	Yes
<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). Self-sufficiency is defined as graduation from the YTTS program.	0 households	3 households	2 households	No
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice	0	20 participants	44 participants	Yes

Activity 2012-1: MTW Utility Allowances

Approval and Implementation

- UAP \$25 or less
 - Approved FY 2012
 - Implemented FY 2012
- Simplified UA Schedule – Heat only
 - Approved FY 2014
 - Implemented FY 2014
- Other Electricity
 - Approved FY 2016
 - Implemented FY 2017
- Discretionary Periodic UA Review
 - Approved FY 2019
 - Implemented FY 2019

Description/Update

Under this initiative, DHCD established a simplified Utility Allowance (UA) schedule and eliminated Utility Allowance Payments under \$25. In FY 2014, DHCD designed a UA model that eliminated all utility allowances except for heat. However, in FY 2017, in response to concerns about rising electricity costs, DHCD developed a revision to the UA model to include a utility allowance for other electricity. This revised model was effective for all regular recertifications effective on or after of January 1, 2018.

The “other electric” UA schedule is the same across DHCD jurisdictions and does not vary by geographical area and/or building type. The utility allowance schedule includes the utility allowance for heat and other electricity by the smaller of the unit size or voucher size. Utility allowances for any other tenant paid utilities, other than heat and other electricity, are not provided. For households at their next regular reexamination, DHCD reviews and adjusts the utility allowance for consistency with their approved accommodations and the new electricity UA schedule. DHCD determines reasonable accommodations for utilities on a case-by-case basis.

In FY 2019, DHCD modified its UA policy to reflect discretionary periodic review of HCV utility allowance schedules to determine if adjustments are required. Annual updates will not be required. DHCD maintains UA schedules for tenant-paid heat and other electricity based upon normal consumption by an energy-conscious household and based upon households that occupy housing of similar size and type in the same locality.

Impact

In FY 2019, the remaining households transitioned to the new electricity utility allowance.

In FY 2019, DHCD received five requests for utility allowance reasonable accommodations. All five of these requests were approved.

Actual Non-Significant Changes

In FY 2019 DHCD modified its UA policy to reflect discretionary periodic review of HCV utility allowance schedules to determine if adjustments are required. Accordingly, a UA update was not required for FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The error rate increased slightly due to the errors related to implementation of the new UA. All households have now transitioned to the new UA. Accordingly, it is anticipated that the error rate for UAs will decrease.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$31,476,912	\$22,547,940	\$21,171,600	Yes
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Time required to calculate UA: 8 minutes Number of UA calculated in FY 2013: 16,919 Total staff time prior to implementation: 2,256 hours	Time required to calculate UA: 5 minutes Anticipated number of UA: 17,894 Anticipated total staff time after implementation: 1,491 hours	Time required to calculate UA: 5 minutes Actual number of UA: 15,636 Actual total staff time after implementation: 1,303 hours	Yes

<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	10%	4%	7%	No
<i>CE #5: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$382 in FY 2014	\$326	\$360	Yes
<i>*DHCD does not have any rental revenue and has been instructed by HUD to report on Average Tenant Rent to Owner.</i>				

Activity 2012-4: Expiring Use Preservation Initiative

Approval and Implementation

- Approved FY 2012
- Implemented FY 2013

This initiative was designed to preserve the long-term affordability of expiring use properties. DHCD will make use of the resources provided by HUD in the form of Enhanced and Tenant Protection Vouchers to continue the affordability of the units in these projects by converting eligible units immediately to Project-Based Voucher subsidies with a 15-year affordability period.

Since its approval, this initiative has been modified so that MTW flexibilities may extend to units converted to PBV under RAD. Additionally; DHCD modified the income eligibility requirements for tenants who occupy units at the time of a RAD conversion to the PBV program.

Impact

In FY 2019, DHCD did not add any additional developments to its expiring use or RAD inventory. At the close of FY 2019, DHCD had 9 expiring use contracts with a total of 546 units under HAP contract. Additionally, DHCD has completed 8 Rental Assistance Demonstration (RAD) conversion projects and currently provides a subsidy for 825 units under this program.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The determination of award of RAD and expiring use contracts is a HUD determination; and as such, DHCD does not control the ebb and flow of units in this activity. DHCD remains optimistic that HUD will continue to consider DHCD for future administration of RAD and expiring use contracts.

Metrics

HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0 housing units	1,371 housing units*	1,371 housing units	Yes
*Previously DHCD included only Expiring Use units when setting benchmarks and determining outcomes for this metric. This figure includes all RAD and Expiring Use units and DHCD will continue to use this methodology going forward.				

Activity 2012-5: Family Self Sufficiency Program Enhancements

Approval and Implementation

- Approved FY 2012
- Implemented FY 2013

Description/Update

DHCD uses MTW funds to enhance the existing Family Self-Sufficiency (FSS) Program. These new features will encourage participation and successful completion of the program. Features include, but are not limited to:

- Providing escrow funds for clients who would otherwise be ineligible for the escrow component of the FSS due to their level of earned income at the time they join the program;
- Establishing goal-specific incentive payments to be awarded when a family attains an established goal (i.e., completion of a GED, successful completion of a semester of college courses, etc.).
- Establishing a \$5,000 incentive payment for FSS graduates that choose to withdraw from the HCV program within two years of completion of the FSS Program and who apply and are approved for homeownership.

In November of 2013, DHCD also began providing “gap” funding to address financial barriers to employment, and increase long-term economic capacity by providing participants with incentives to complete education and training programs before entering the workforce.

In January 2014, DHCD implemented revisions to the enhanced FSS program including:

- Placement of an absolute cap on the amount of escrow regardless of prior FSS participation at any of DHCD’s RAAs statewide. The cap, which may be periodically reviewed and updated at DHCD’s discretion, will be set at \$25,000 per household;
- Modification to the requirement that an FSS applicant must have an interim or annual recertification within 120 days prior to FSS enrollment;
- Modification of the extension policy to allow for six-month extensions for up to two years with revised extension eligibility requirements;
- Modification of the FSS re-enrollment eligibility criteria to require that re-applicants demonstrate consistent progress since prior FSS participation ended. DHCD will provide an exception when the participant loses a job due to no fault of their own;
- Addition of a post-secondary education incentive up to \$1,450 and a job training incentive up to \$750;
- Modification to the escrow calculation methodology by calculating FSS credits using the same method for all participants regardless of income level. The method used for very low-income households will apply to all participants; and,
- Establishment of an incentive payment for FSS graduates who purchase a home and choose to withdraw from the HCV program within two years of completion of the FSS program. The initial incentive payment amount, which may be periodically reviewed and updated at

DHCD's discretion, will be set at \$5,000 per household. To qualify for the homebuyer purchase bonus, the FSS homebuyer must complete an approved Homebuyer Education course. The \$5,000 bonus may be used for a down payment or for post-purchase expenses.

To encourage the goal of homeownership for applicable households in the FSS program DHCD allows certain households to define a path to homeownership by utilizing individualized homeownership education, financial coaching and a modified savings/escrow component. To be eligible for the FSS Homeownership Track, households must be current HCV participants, have a goal of obtaining homeownership and have income above an established percentage of the Area Median Income. Participating FSS households will be required to save at least \$1,000 per year in a savings account. DHCD will match the participating household's savings in a 43:1 ratio up to a maximum of \$12,000 in match funds. Matched savings earned by these households will only be available for home purchases.

DHCD has also developed local versions of the FSS Contract of Participation and Individual Training and Service Plan.

Impact

In FY 2019, 104 families joined the FSS Program and 62 families graduated. Seventy-four percent (74%) of all work-able FSS households had employment income, which exceeded the forecast of 71%. DHCD provided twenty FSS graduates with a \$5,000 homeownership incentive payment in FY 2019. Homeownership continues to be a primary goal for many FSS participants, and FSS "gap" funds have proven critical in enabling participants facing financial hardship to maintain employment and educational enrollment on their path towards homeownership and self-sufficiency.

The success of DHCD's FSS program is evident in the accomplishments of its participants. Notable achievements are outlined below.

- 62 families graduated from the FSS program in FY 2019, and of those graduates 74% had accumulated escrow, with an average escrow of \$9,739
- 20 families purchased a home with an average home price of \$290,800
- At the close of the FY 2019, 94 participants were enrolled in education/training programs
- 16 participants graduated from education/training programs

Some of the FSS success stories for FY 2019 have been summarized and included below:

- A 38 year old participant enrolled in FSS after coming to the US from Puerto Rico. He had no high school education, income, credit, transportation, health insurance, or other support. Coupled with his determination, hard work and vision for a brighter future, the FSS program helped him with his career, credit and education. His annual income increased by over \$25,000, he has a credit score of 675, and is enrolled in Hi-SET classes with a graduation goal of 2019. He has received promotions and now holds a supervisory position with a large hotel chain.

- A young single mother fulfilled her commitment to build a better future for her family with the support and assistance of FSS staff. She has obtained a Bachelor's degree and is about to complete her Master's Degree. She went from earning \$5,736 per year to earning over \$65,000 per year. As an FSS graduate with the goal of homeownership, she worked hard to qualify for the homeownership bonus incentive in addition to accumulating escrow of over \$13,500. In November of 2018 she closed on a home.
- A woman with three children and a sick husband, with a goal of starting a career in computer design, worked with her FSS case manager and returned to school while collecting unemployment. She got a job with a Fortune 500 company and has continued to advance within the company. She received \$18,500 from her escrow account at graduation, which she intends to use as a down payment for a home.
- FSS case managers worked with a family to assist the husband in opening up his own barbershop and the wife to advance in her career including using her bi-lingual skills to become a medical interpreter. The family received counseling on budgeting, repayment of loans, and savings. They used their \$11,160 in accumulated escrow as a down payment for a home.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The average subsidy was higher and the average tenant rent share was slightly lower than the anticipated benchmarks; however, average earned income was over 20% higher than anticipated. Additionally, enrollment showed a slight decline in FY 2019 as did the number of graduates. It is anticipated that the outcomes in the upcoming fiscal year will meet and/or exceed the benchmarks. In FY 2019 DHCD also conducted a two day FSS planning and training session with staff and identified some programmatic changes which will have a positive impact on self-sufficiency and FSS outcomes.

Metrics

<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average earned income of households affected by this policy in dollars (increase).	\$20,554	\$24,478	\$30,611	Yes
SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of escrow of households affected by this policy in dollars (increase).	\$0	\$3,915	\$4,836	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	501 participants	278 participants	204 participants	Yes
	57% of participants	29% of participants	26% of participants	
Other - Employed	372 participants	669 participants	584 participants	Yes
	43% of participants	71% of participants	74% of participants	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	162 households	75 households	59 households	Yes
SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency	0 households	947 households	926 households	No

<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$931 in FY 2014	\$908	\$1,007	No
<i>SS #7: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$388 FY 2014	\$570	\$513	No
<i>SS #8: Households Transitioned to Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	75 households	62 households	No

Activity 2015-1: Rent Simplification

(Changes to Activity 2012-2)

Approval and Implementation

- Approved FY 2012
- Implemented FY 2012
- Modified FY 2016

Description/Update

In FY 2012, HUD approved DHCD's Rent Simplification activity. In FY 2016, DHCD received HUD approval on changes to the Rent Simplification activity; however, DHCD has not implemented all of the changes. The components of rent simplification which are currently in effect are as follows:

- Minimum Rent of \$50
- Exclusion of all Full-Time Student Income
- Streamlined Earned Income Disregard
- Streamlined Asset Verification and Calculation
- Application of the Payment Standard in effect on the effective date of the regular recertification, regardless of any change in the Payment Standard from year to year
- Streamlined approach for calculation of unreimbursed medical expenses by using the prior year's paid, unreimbursed medical expenses plus prospective medical insurance premiums. Over-the-counter medications must be accompanied by a physician's prescription and paid receipt.

In addition to the provisions above, there are a number of rent simplification policies, which HUD has approved and DHCD has not yet implemented. DHCD may implement the previously approved provisions in FY 2020:

- Revised Mixed Families rent formula where mixed families will pay an additional 10% of TTP regardless of the number of family members without citizenship or eligible immigration status;
- The income disregard for households with children who returned to the unit after completing two or four year post-secondary degree or accredited technical school programs;
- Application of payment standards based on Small Area FMRs.

Impact

The outcomes in FY 2019 indicate that households are increasingly improving their economic self-sufficiency as indicated by an increase in average income, a decrease in households receiving TANF, and a decrease in the number of unemployed work-able households. Sixty-one percent (61%) of work-able households were employed in FY 2019.

Actual Non-Significant Changes

In FY 2019 DHCD implemented its revised calculation methodology for unreimbursed medical expenses.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

The average subsidy continues to be higher than forecasted; however, the remaining self-sufficiency indicators such as earned income and employed households show steady improvement. In FY 2019, there were fewer households who left the program at zero HAP, yet indicators show a steady improvement in economic outcomes for participating households.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of vouchers: 20,298 Time per Recertification: 2.5 hours Average Hourly Staff Rate: \$18.17 Total Cost of Activity Prior to Implementation: \$922,037	Anticipated Number of Recertifications: 10,061 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$20.54 Anticipated Total Cost of Activity: \$464,969**	Actual Number of Recertifications: 9,321 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$21.84 Actual Total Cost of Activity : \$458,033	Yes
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial Recertifications and Rent Simplification.</i>				

CE #2: Staff Time Savings				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Number of vouchers: 20,298 Time per Recertification: 2.5 hours Total Time Spent on Activity Prior to Implementation: 50,745 hours	Anticipated Number of Recertifications: 10,061 Time per Recertification: 2.25 hours Anticipated Total Time Spent on Activity: 22,637 hours**	Actual Number of Recertifications: 9,321 Time per Recertification: 2.25 hours Actual Total Time Spent on Activity: 20,972 hours**	
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial Recertifications and Rent Simplification.</i>				
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	21% Average error rate for income and rent errors	19%	13%	Yes
CE #5: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase in agency rental revenue in dollars (increase)	\$382	\$326	\$360	Yes
<i>*DHCD does not have any rental revenue and has been instructed by HUD to report on average tenant rent to owner.</i>				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	1,000	Not Available due to aforementioned data issues	Not Available

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$19,058	\$21,871*	\$25,865	Yes
*Represents MTW work-able households with earned income.				
SS #3: Increase in Positive Outcomes in Employment Status *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	3,850 work-able households	5,802 work-able households	3,441 work-able households	Yes
	43% of total	60% of work-able households	39% of work-able households	
Other - Employed	5,164 work-able households	3,868 of work-able households	5,409 work-able households	Yes
	57% of work-able household	40% of work-able households	61% of work-able households	
*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2,316 households on TANF in FY 2015	2,150 households	1,615 households	Yes
*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.				
SS #5: Households Assisted by Services that Increase Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	913 households Total number of FSS participants	947 households	926 households	Yes
*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.				

SS #6: Reducing Per Unit Subsidy Costs for Participating Households *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$870 FY 2015	\$900	\$1,023	No
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in the context of this MTW activity.</i>				
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	\$382*	\$326	\$360	Yes
<i>*Baseline represents average tenant rent to owner at the time this metric was initially required.</i>				
SS #8: Households Transitioned to Self Sufficiency *				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	57**	110**	24	No
<i>*DHCD has indicated that DHCD does not believe the Self-Sufficiency metrics are applicable to this activity. However, HUD has required their use.</i>				
<i>**Households who were EOPd at zero HAP.</i>				

Activity 2018-1: Expanding Housing Opportunities – Relocation Assistance

Approval and Implementation

- Approved FY 2018
- Planned Implementation FY 2019

Description/Update

In 2018, HUD approved DHCD's Expanding Housing Opportunities activity. DHCD will use MTW funding flexibility to support a comprehensive redevelopment program that will preserve existing state-aided low-income housing. Construction and long-term operating funding will be from state and private equity sources. MTW funds will primarily support rental subsidies and relocation costs associated with short-term housing for low-income residents during construction. No MTW funds will be used to support construction. Relocation assistance under this activity will be provided to eligible families at or below 80% of AMI and may provide funding for uses including but not limited to security deposits and up to 60 days of vacancy payments to ensure retention of units in the PHA's jurisdiction for relocated families.

Two Local Housing Authorities (LHAs), Somerville Housing Authority (SHA) and Chelsea Housing Authority (CHA), received awards from DHCD for the preservation and redevelopment of public housing. Both projects have been delayed, and implementation, i.e. use of MTW funding for relocation purposes, did not occur during FY 2019. Currently DHCD projects SHA will begin relocation in January 2020 and CHA will begin relocation in April 2020, at which time the flexibility provided under this activity will be utilized.

Impact

Given delays in implementation planning, relocation did not begin in FY 2019.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No Changes have been made to the metrics.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

As relocation did not begin in FY 2019, DHCD cannot report on challenges. Upon relocation commencing, DHCD will report on metrics and outcomes.

Metrics

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	312 units	0 units	No, see Challenges above
<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	312 households	0 households	No, see Challenges above

Activity 2018-3: Support for the Secure Jobs Initiative: Vouchers and Services

Approval and Implementation

- Approved FY 2018
- Planned Implementation FY 2019

Description/Update

In FY 2018, HUD approved DHCD's Support for the Secure Jobs Initiative: Vouchers and Services activity. Under this activity, DHCD utilizes MTW vouchers and MTW Block Grant funding flexibility to support and expand on the Secure Jobs Initiative (SJI), which provides integrated case management, employment supports and housing assistance for homeless and low-income families. The goal of the SJI is to bridge the gap between housing and employment services, to offer a holistic set of services that supports families on their path to employment and addresses every barrier they face in moving forward. Under this initiative, participants receive integrated case management, employment supports and housing assistance for homeless and low-income families. After intake and assessment are completed, Individual Employment Plans (IEPs) are developed for each SJI participant. Finally, participants are enrolled in services identified as necessary, including job readiness training, skills training, job search assistance and, as applicable, Vocational English Language Training.

DHCD provides Housing Choice Vouchers for up to 50 eligible families referred from the SJI program. Supportive services will be provided to participants using MTW Block Grant funds. DHCD will screen SJI referrals per its Administrative Plan screening policies. Income, rent and subsidy will be calculated per DHCD's MTW income and rent policies.

Planning began in FY 2018, including the issuance and completion of a procurement to contract with the partnering agencies who will be administering the service component of the program. In FY 2019, planning was completed and at the end of FY 2019, the first ten of the 50 allocated vouchers were issued.

Impact

Ten vouchers were issued at the end of FY 2019; however only one participant actually leased up in FY 2019. DHCD anticipates that all 50 vouchers will be issued and leased in FY 2021. As assessments and services have just begun, it is difficult to gauge an impact on success of this activity for the voucher holder participants.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

As there was only one participant who was leased up before the close of FY 2019, the metrics below reflect that participant's data. DHCD will reset baselines and benchmarks when additional vouchers have been issued to accurately reflect baselines and to effectively set benchmarks for SS# 6 and SS#7. The outcomes for SS #8 and HC #5 are dependent on completion of the program. As enrollees just started the program at the end of FY 2019 and beginning of FY 2020, these goals are not applicable yet.

Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$19,163	\$19,000	Yes
*Represents a percentage allocation of the funds leveraged for the Secure Jobs services activity				
SS #1: Increase in Household Income*				
Unit of Measurement	Baseline	Benchmark	Outcome**	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$20,946	Yes
*Average earned income for workable households. ** Represents only 1 participant				
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	0	0	0	Yes
	0%	0%	0%	
Other – Employed	25	25	1	Yes
	100%	100%	100%	
Other – Education/Job Training	20*	4**	1	Yes
	78%	20%	100%	
*Number of participants with HS education or less **Number of participants with HS education or less who are enrolled in education or job training				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 households	0 households	0 households	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	25 households	1 household	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$1,337*	TBD	\$1,337*	N/A
* Represents only one participating household, which was used as the Baseline. Baseline and benchmark will be finally set when additional vouchers are issued and leased.				
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$408*	TBD	\$408*	N/A
*Represents only one participating household, which was used as the Baseline. Baseline and benchmark will be finally set when additional vouchers are issued and leased.				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	25 households	0 households	N/A
*Self-sufficiency is defined as completion of the IEP.				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	25 households	0 households	N/A

Activity 2018-4: Support for the Secure Jobs Initiative: Services Only

Approval and Implementation

- Approved FY 2018
- Implementation FY 2019

Description/Update

In FY 2018, HUD approved DHCD's Support for the Secure Jobs Initiative: Services Only activity and DHCD began implementation planning. Using MTW Block Grant funding flexibility, this activity builds the services portion only of the Secure Jobs Initiative (SJI) program. The clients served under this activity are not participants in the Housing Choice Voucher program or residents of federal public housing. Low-income participants in this activity receive supportive services, but not vouchers. Leveraging other state and private dollars, MTW Block Grant funds partially support recruitment and referral, intake and assessment, completion of IEPs, job readiness training, career counseling, job development and connecting participants to employers and post-employment placement services. MTW Block Grant service dollars are used flexibly to pay for small expenses such as licensure tests, RMV fees, transportation passes, uniforms and other expenses that may act as barriers to successful employment.

Impact

In FY 2019, the state executed contracts with 8 partnering agencies who began providing services to 597 participants.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

There have been no changes made to the metrics in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

Benchmarks were not met for a number of metrics in FY 2019 due to a lag in enrollment during the first year of program implementation. DHCD anticipates that more households will be served in FY 2020 and benchmarks will be met, as the program will be operating at full scale.

Metrics

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$650,000	\$981,000	Yes
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$15,756	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	630	315	285	No
	74%	38%	48%	
Other – Employed	177	412	312	Yes
	22%	50%	52%	
Other – Education/Job Training	642*	128**	251	Yes
	0%	20%	42%	
*Represents SJ participants who have a high school level education or less ** Represents SJ participants who have a high school level education or less and who enroll in an education or job training program				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	477 households	239 households	300 households	No
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	823 households	597 households	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline*	Benchmark*	Outcome*	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	N/A	N/A	N/A	N/A
*Participants in this activity are not assisted in PH or Section 8.				
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline*	Benchmark*	Outcome*	Benchmark Achieved?
Average Tenant Rent Share (increase).	N/A	N/A	N/A	N/A
*Participants in this activity are not assisted in PH or Section 8.				

SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	329 households	53 households	No
<i>*Self-sufficiency is defined as completion of the IEP.</i>				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	TBD	Not Available*	N/A
<i>*DHCD does not have information regarding participant moves for households enrolled in the service only component of the Secure Jobs program.</i>				

Activity 2018-5: A Better Life Program Model

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

In FY 2018, HUD approved and DHCD implemented the A Better Life Program Model activity. Under this activity, Local Housing Authorities (LHAs) will receive funding from DHCD to operate “A Better Life Self-Sufficiency (ABL) Program” at state-aided public housing developments. Eligibility for the ABL program is limited to low-income applicants and existing residents in the LHA’s state housing programs. MTW Block Grant service dollars will be used to support initial program start-up, staffing, including Family Life Coaches (FLCs) and supportive services such as education and training. The clients served under this activity will not be participants in the Housing Choice Voucher program or residents of federal public housing. This activity will provide eligible families with skills necessary for meaningful employment and effectively remove barriers to obtaining self-sufficiency.

LHAs were awarded planning grants in July 2017 as a result of a DHCD issued NOFA. Planning grants will be used by the LHAs to deploy staff, consultants and life coaches to draft LHA-specific ABL programs that are responsive to the unique needs of their population. LHAs also utilized grant funding for marketing materials, resident outreach and putting in place service delivery models with partners. In FY 2019, three implementation grants were awarded to the Gloucester, New Bedford and Taunton housing authorities. The LHAs are currently working on developing policies and procedures and anticipate residents will begin to be served in FY 2020.

Impact

In FY 2019, DHCD utilized MTW funds for implementation planning, however, no households were served by the ABL activity. Households are expected to be enrolled in the program starting in FY 2020.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

DHCD has updated the baseline and benchmarks for required metrics below as applicable and/or available. Given the ABL program has not been rolled out yet and DHCD does not have information regarding the future ABL participants, DHCD utilized data from a similar program, MassLEAP, as a proxy for baseline and benchmark information, where data was available. MassLEAP provides eligible participants with a set of supportive services needed to support meaningful and sustainable earned income growth. Specifically, DHCD used MassLEAP data for public housing participants in the Metro–Boston area. Information below is based on 37 MassLEAP participants. For data that is not currently available, DHCD will update the metrics once services commence.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

As services for ABL households did not begin in FY 2019, DHCD cannot report on challenges. For FY 2019, DHCD has included zeroes as the metric outcomes.

Metrics

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$15,259	\$25,589	\$0	N/A
SS #2: Increase in Household Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy (in dollars)	\$524	\$1,239	\$0	N/A
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	133	84	0	N/A
	38%	24%	0	
Other - Employed	217	266	0	N/A
	62%	76%	0	
Other - Education/Job Training	Not available	Not available	0	N/A
	Not available	Not available	0	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Not available	Not available	0 households	N/A
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households receiving services aimed to increase self-sufficiency (increase).	0	350	0 households	N/A
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).*	Not available	Not available	\$0	N/A
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase)	Not available	Not available	\$0	N/A
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	0 households	0 households	N/A
*Self-sufficiency is defined as completion of the program without voluntary or required termination.				

Activity 2018-6: Health Starts at Home

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

In FY 2018, HUD approved and DHCD implemented the Health Starts at Home (HSH) activity. Under this activity, DHCD is collaborating with The Boston Foundation (TBF) to provide up to fifty (50) Housing Choice Vouchers to eligible participants in TBF's Health Starts at Home (HSH) initiative. The vouchers allocated under this activity are standard MTW vouchers, and all MTW policies and applicable regulatory requirements apply. TBF is a community foundation that provides grants to nonprofit organizations and designs special funding initiatives to address critical challenges in the community.

Applicants for HSH vouchers will be referred to the applicable RAA from Building Bridges to Better Health (BB2BH), Chelsea Homes for Health, and Mortar Between the Bricks and will be selected according to the date and time of referral. Applicants will be screened according to DHCD eligibility and screening requirements. Income, rent and subsidy will be calculated per DHCD's MTW income and rent policies. All HSH vouchers will be administered by Metro Housing Boston the first year. Following the first year, the vouchers will be administered by the appropriate RAA.

HSH participants will be subject to all DHCD MTW policies unless superseded by HSH program policies. HSH vouchers are not time-limited; however, DHCD will not reissue HSH vouchers upon turnover. Metro Housing Boston began issuing vouchers under this program in FY 2018.

Impact

Leasing of these vouchers is taking place in phases. By the end of FY 2019, 27 households leased up and began receiving services under this activity. There are an additional three vouchers pending. It is anticipated that only 30 vouchers will be made available under this initiative and the last phase of leasing will be completed by the close of FY 2020 with all 30 HSH vouchers issued.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

As utilization of this activity is fully dependent on third party referral, DHCD has revised the benchmarks for this activity to reflect 30 vouchers as opposed to the full allocation of 50.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

Benchmarks were not met in FY 2019 due to a slower than anticipated pace of referral. Twenty-seven vouchers have been issued and leased and three additional families have been issued

vouchers and are searching for units. DHCD has revised the allocation of vouchers from fifty to thirty, which is reflected in the updated benchmarks.

Metrics

HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0 households	30 households	27 households	No
Local Metric: Decrease in Households Receiving Homelessness Assistance				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Receiving Homelessness Assistance (decrease)	0 households	30 households	27 Households	No
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	30 households	27 Households	No

Activity 2018-7: Enhanced Local Project-Based Voucher Program

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

DHCD has operated a project-based component under its Housing Choice Voucher Program for over 25 years. Through its project-based voucher (PBV) program, DHCD partners with for-profit and non-profit housing providers to expand the supply of affordable housing to low-income families. To meet the evolving needs of the agency and the residents served, DHCD has enhanced and expanded its existing PBV program as follows:

- DHCD revised the requirements for conducting rent reasonableness (RR) determinations. Specifically, DHCD completes RR re-determinations for Project Based rents:
 - Whenever the owners requests a rent adjustment;
 - Whenever DHCD approves a change in the allocation of responsibility for utilities between the owner and the tenant;
 - Whenever the HAP contract is amended to substitute a different contract unit in the same building or project;
 - Whenever there is any other change that may substantially affect the reasonable rent; and
 - At any other time DHCD deems it necessary.
- DHCD authorized owners/managers of PBV developments to be responsible for all PBV waiting list intake and management functions for their developments. Exceptions may be made at DHCD's option. Waiting lists must be administered in conformance with DHCD's Affirmative Fair Housing Marketing Plan and all other applicable HUD Fair Housing regulations and guidance. New PBV contracts since 2013 have owner-managed site-based waiting lists. Beginning in FY 2019, DHCD will work with existing PBV owners to begin the transition to owner-managed site-based waiting lists.
- DHCD increased the 20% cap on PB units in its portfolio. Increasing this cap will allow DHCD to partner with a greater number of housing providers that enable low-income families to relocate to high opportunity areas. DHCD will use a 40% as the cap for budget authority allocated to Project-Based vouchers.
- DHCD may project base up to 100% of the dwelling units in any PBV project or building. If the project has a supportive services requirement, participating households must adhere to the supportive service requirements.
- Initial PBV rents will continue to be determined in conformance with the provisions of 24 CFR 983.301 through 983.305 as applicable; however, for re-determined rents to owners of PBV units, rent to owner will not exceed the lowest of the following amounts:

- The reasonable rent;
- The rent requested by the owner; or
- Such other amount determined by DHCD to be appropriate for the unit, based upon the nature of the unit and the RFP from which the owner was selected. For example, in certain cases, DHCD believes a shallower or higher subsidy may be more appropriate.

This policy change eliminates consideration of the then current Fair Market Rent (FMR) limits when re-determining PBV rents.

- DHCD waived the option that allows PBV participant families to move with a tenant-based voucher after one year of assistance in a project-based unit. Upon DHCD verification of one of the circumstances below, DHCD may provide a tenant-based voucher as funding permits:
 - Extended HQS failures;
 - PBV participants who have successfully completed the FSS program and who express an interest in homeownership;
 - Personal Safety or VAWA;
 - Reasonable Accommodation.
- PBV families who have requested tenant-based vouchers and are on the opt-out waiting list will be grandfathered in and continue to be eligible for receipt of a tenant-based voucher per the terms of the prior opt-out policy.
- DHCD will provide a project-based transfer preference for families who have verified educational opportunities or employment offers that are more than twenty-five (25) miles from the family's current project-based unit. The project-based transfer preference is subject to availability of another project-based unit within a twenty-five (25) mile radius of the educational opportunity or employment offer.
- DHCD will provide a project-based transfer preference for families who are over- or under-housed and who are willing to move to a project-based unit in another RAA's jurisdiction. Unit offers will be made consistent with the family composition and DHCD occupancy standards.

Impact

In FY 2019, DHCD continued to use the flexibilities of its local PBV program; however, DHCD did not yet implement the new opt-out policy. DHCD continued to use its previously approved opt-out policy, which caps the number of opt-outs in any given year. In FY 2019, 86 vouchers were issued to PB opt-outs with an additional 222 opt-out requests pending. Additionally, 169 new units were added to the PB inventory representing 25 new PB contracts.

DHCD anticipated that 14 new PBV contracts would be executed in FY 2019; however, due to the timing of PBV funding solicitations and awards, DHCD is not able to accurately forecast proposed PBV contracts. Accordingly, in addition to the 14 planned PBV contracts, an additional 11 developments went under HAP contract. Nineteen (19) of the 25 new contracts represented new construction and the remaining six new PBV contracts represented moderate rehabilitation. DHCD continues to be committed to improving the stock of available housing to program participants.

Actual Non-Significant Changes

In FY 2019, DHCD closed out MTW Activities 2010-1 PBV Site-Based Waiting Lists and 2013-2: PBV Rent Reasonableness and combined these activities with MTW Activity 2018-7: Enhanced Local Project Based Voucher Program. As noted above, in FY 2019, DHCD did not yet implement a new strategy for waiving the PB opt-out option. DHCD continued to select PB households for TB vouchers in concert with the MTW policy in effect at the time of the opt-out request.

Changes to Metrics

There have been no changes made to the metrics in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD met all benchmarks proposed for this activity.

Metrics

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% of AMI that would lose assistance or need to move (decrease)	0 households	3,307 households	3,579 households	Yes

Activity 2018-9: Affordable Housing Preservation and Development Fund

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

In FY 2018, HUD approved and DHCD began the implementation of the Affordable Housing Preservation and Development Fund activity. Under this activity, DHCD will utilize MTW Block Grant funds to support the development and preservation of affordable rental housing units through implementation of a new Affordable Housing Preservation and Development Fund (AHPD). AHPD funds will provide loans to eligible projects to leverage private equity and state-aided public housing capital resources.

AHPD funds will support development of rental units targeted for households earning less than 80% of Area Median Income. DHCD will require deed restrictions or other legally binding covenants to ensure long-term affordability in conformance with the Notice. Where AHPD provides grant funding, the minimum affordability term will be thirty years unless otherwise approved by HUD. Units must meet HQS standards throughout the term.

DHCD awarded funding to two Local Housing Authorities (LHAs), Boston Housing Authority (BHA) and Cambridge Housing Authority (CHA), to substantially rehabilitate and preserve state-aided public housing developments.

- At CHA, MTW funding will be used to substantially rehabilitate three state-aided public housing sites for disabled individuals, with a total of 25 units. MTW funding of \$1.13M is being used to leverage an additional \$316,120. The project will begin in July of 2019 and substantial completion of construction is expected in May 2021.
- For BHA, MTW funding of \$4M leveraged approximately \$25.3M in other funding sources (including permanent debt, federal 4% LIHTC, state and federal historic tax credits, a seller note, and FHLB soft debt) to preserve an apartment building built in 1949, consisting of 72 units. Construction at BHA began in January 2019 and is expected to be completed in January 2021.

Impact

Upon construction completion, 97 affordable housing units will be preserved. It is anticipated that construction will be completed in FY 2021.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

Benchmarks have been updated to reflect realistic leverage and units anticipated to be preserved. Baselines were not be modified.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not achieve benchmarks as construction is not complete as of the end of FY 2019. DHCD will report outcomes upon project completions.

Metrics

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$26,672,420	\$0	No
<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase)	0 units	97 units	0 units	No
<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase)	0 units	97 units	0 units	No

Activity 2019-1: Pathways to Prosperity

(Changed to Launch in FY 2020)

Approval and Implementation

- Approved FY 2019
- Implemented FY 2019

Description/Update

Pathways to Prosperity (PTP) connects low-income youth ages 18-24 living in subsidized housing in the Boston area to programs and services that help them obtain employment and a sustaining wage. Other adults living in subsidized housing in the Boston area who are outside of this age range will also be connected to services. To do so, DHCD contracts with the United Way of Massachusetts Bay and Merrimack Valley to recruit, engage and connect targeted youth to employment readiness, job placement, vocational training, certificate programs and/or other post-secondary education programs. DHCD also connects with other employment training and referral agencies and refers low-income adults outside of the 18-24 year age range to area job training providers such as Secure Jobs, Jewish Vocational Services and/or One-Stop Career Centers.

The program serves both participants in rental assistance programs, including DHCD's HCV program, as well as low-income families who are not participants in state or federal programs. For PTP participants who are also participants in DHCD's federal HCV program, DHCD may exclude 100% of the increase in earned income for up to a 3-year period. The exclusion period begins after enrollment in PTP, at the point where earned income increases, and continues regardless of employment status until the end of the period, determined by DHCD.

It is anticipated that once the program is at full scale, 400 participants per year, for a 3-year period, will be served. Forty (40) of the participants will go through recruitment and assessment with the United Way and, based on interest and ability, apply to Year Up and enroll.

In FY 2019, there was a delay in outreach efforts due to a change in partnerships, however outreach has begun.

Impact

DHCD continued to actively recruit participants to PTP in FY 2019. In FY 2019, 17 participants successfully enrolled in Year Up; however, 3 participants voluntarily left the program. Fourteen (14) participants are actively participating in Year Up, which is indicative of an 82% retention rate.

The students funded through PTP during the July 1, 2018 – June 30, 2019 grant year have not yet completed the Year Up program; thus, post-graduation outcomes cannot be reported at this time. The July 2019 graduate outcomes will be finalized in December 2019. DHCD anticipates that the students funded through PTP (now known as Launch) will achieve results at or above the levels seen across recent graduating classes. Looking at the January 2019 graduating class as an example, 82% of graduates obtained a job, enrolled in higher education, or both, and employed graduates reported an average wage of \$20.03 per hour at the four-month post-graduation mark.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

Changes to Metrics

The baselines and benchmarks have been updated to reflect enrollment, which began in FY 2019.

Actual Significant Changes

There were no significant changes to this activity in FY 2019.

Challenges in Achieving Benchmarks & Possible Strategies

While the goal was to recruit 200 participants, by the end of FY 2019, 149 participants were recruited and are receiving services. As recruitment did not start at the beginning of the fiscal year, it is anticipated that program participation goals will be met in FY 2020.

Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0	\$2,564,220	\$6,016,329	Yes
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$9,492	\$10,012	\$18,899	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	170	140	90	Yes
	85%	70%	60%	
Employed Part-Time or Full-Time	30	60	59	Yes
	15%	30%	40%	
Enrolled in an Educational Program or Job Training	20	40	41	Yes
	10%	20%	28%	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	19 households	19 households	14 households	Yes

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	200 households	149 households	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Average amount of subsidy is not available to DHCD or its administering agencies.</i>				
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Rental revenue in dollars is not available to DHCD or its administering agencies.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	150 households**	2 households	N/A
<i>*Self-sufficiency is defined as participants who exit the program for any other reason than termination of housing subsidy.</i>				
<i>**DHCD does not expect households to transition to self-sufficiency in year 1 of the program. The benchmark reflects what DHCD anticipates after a minimum of two years of program participation.</i>				
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).*	N/A	N/A	N/A	N/A
<i>*This metric is not applicable to this program. Program participants are individuals already living in subsidized housing, and in most cases, participants will stay in their current housing situation. Case management will target education and employment goals. DHCD has other programs that focus on housing mobility.</i>				

B. Not Yet Implemented Activities

Activity 2011-1: Value Vouchers

Description/Update

DHCD plans to implement a new “MTW value voucher” targeted to the homeless and those with disabilities. This initiative will provide a lower cost subsidy than a conventional voucher. Participants will be offered units in privately assisted housing developments where the rental costs are lower (generally by 25% or more) than current HUD published FMRs but still not affordable to very-low and extremely low-income households. These would generally be units in LIHTC, 236, and certain state-funded developments, for example, where rents are generally set at or below 60% of AML.

This activity was approved by HUD in 2011; however, DHCD has not utilized this flexibility to date and has not established a firm implementation timetable.

In FY 2019 DCHD continued to pursue connections with owners of affordable housing and determine feasibility for this activity. A specific timeline for implementation of this activity cannot be determined at this time.

C. Activities on Hold

Not applicable.

D. Closed Out Activities

Listed below is a summary of previously approved MTW activities that DHCD has completed, discontinued, or determined do not require MTW authority to implement.

Table 11: Summary of Closed Out Activities

Activity	Plan Year	Close Out Year	Reason for Close Out
PBV Site Based Waiting Lists	2010	2019	In FY 2019 DHCD consolidated this activity with the approved Enhanced PBV Program activity (Activity 2018-7). This action will allow DHCD to report on all Enhanced PB activity features under one activity.
Biennial Inspections	2011	2015	DHCD closed out this activity as an MTW initiative due to the 2014 Appropriations Act, which allows DHCD to transition to a biennial inspection schedule without MTW authority.
Project Based Voucher Discretionary Moves	2012	2018	In FY 2018, DHCD closed out this activity. DHCD proposed and received HUD approval for a new Local Project-Based Voucher Program, which includes revisions to the PBV opt-out policy.
PBV Rent Reasonableness	2013	2018	Under HOTMA, the trigger for reasonable rent redeterminations increased from a 5% decrease to a 10% decrease in FMR from one year to the next. DHCD determined that a 10% decrease in FMR was such that a reasonable rent redetermination would be warranted to ensure that subsidies paid are in line with market rents.
Rent Reasonableness	2013	2018	Under HOTMA, the trigger for reasonable rent redeterminations increased from a 5% decrease to a 10% decrease in FMR from one year to the next. DHCD determined that a 10% decrease in FMR was such that a reasonable rent redetermination would be warranted to ensure that subsidies paid are in line with market rents.
Equity Builder Program (Activity 2018-8)	2018	2020 (FY 2020 Plan submitted prior to this report)	After discussions with for-profit and non-profit owners, DHCD determined the activity was not financially feasible. Owners relayed lack of interest in pursuing the program and a lack of financial benefits. As the success of the program is dependent on owners

Activity	Plan Year	Close Out Year	Reason for Close Out
			providing LTO units, DHCD has decided to close the activity out.

Activity 2018-2: Residential Assistance for Families in Transition (RAFT)

1. Plan Year Approved and Implemented

Activity 2018-2 was approved and implemented in FY 2018

2. Reason Why Activity was Closed Out

In FY 2018, HUD approved and DHCD implemented the Residential Assistance for Families in Transition (RAFT) activity. Under this activity MTW funds were utilized to expand DHCD's important homelessness prevention program, which targets families with children under the age of 21 who are homeless or at risk of homelessness. RAFT offered flexible financial assistance designed to meet each family's particular needs. This initiative received additional funding from a different source for FY 2020, and DHCD will no longer be using MTW flexibility to support the program.

3. Final Outcomes and Lessons Learned

In the absence of state funding, this activity provided support for families at risk of homelessness. State funding was restored, thus alleviating the need for MTW funding.

4. Summary Table Listing Outcomes

HC #4: Displacement Preventions		
	FY 2018	FY 2019
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box	35 households	228 households
HC #5: Increase in Resident Mobility		
	FY 2018	FY 2019
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	35 households	228 households
HC #7: Households Assisted by Services that Increase Housing Choice		
	FY 2018	FY 2019
Number of households receiving services aimed to increase housing choice.	35 households	228 households

V. Sources and Uses of Funding

A. Describe the Activities that Used Only MTW Single Fund Flexibility

i. Actual Sources of MTW Funds in the Plan Year

On September 15, 2019, DHCD submitted all required FY 2019 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

ii. Actual Uses of MTW Funds in the Plan Year

On September 15, 2019, DHCD submitted all required FY 2019 unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

iii. Describe Actual Use of MTW Single Fund Flexibility

Under the MTW Program, DHCD is authorized to establish an MTW Block Grant budget. Activities that utilized Block Grant single fund flexibility in FY 2019 are described below.

- Economic Prosperity Coordinator: DHCD utilized approximately \$77,673 to fund an Economic Prosperity Coordinator (EPC). The EPC is responsible for planning, implementation and oversight of all MTW programs, which support economic prosperity.
- FSS Coordinators: DHCD utilized \$287,296 to fund FSS Coordinator salaries
- One Family FSS Technical Assistance: DHCD utilized \$18,957 to fund One Family FSS technical assistance
- Other MTW Activities: DHCD utilized single fund flexibility to support costs for specific MTW activities, which have been discussed in the body of the plan. Approximately \$1.6 million was utilized to support the outcomes for these important activities.

B. Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?	Yes
Has the PHA implemented a local asset management plan (LAMP)?	No
Has the PHA provided a LAMP in the appendix?	No

C. Rental Assistance Demonstration Program

DHCD has been selected as contract administrator for a number of conversions under the Second Component of RAD which allows owners of projects funded under the Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab programs to convert tenant protection vouchers (TPVs) to PBVs. Table 12 below provides summary information on RAD conversions which have closed prior to the end of FY 2019. As of the end of FY 2019, no RAD conversions were in process.

Table 12: RAD Conversions Completed by the End of FY 2019

Property Name and City	RAD Units	Conversion Type	FY	Description
Highland Village, Ware	110	Rent Supp	FY 2015	Existing Family Housing - two-story, townhouse-style buildings
Hope in Action, Lawrence and Methuen	49	Rent Supp	FY 2014	Existing Family Housing - seven scattered sites/two towns
North Village, Webster	134	Rent Supp	FY 2013	Existing Family Housing - 12 townhouse-style buildings
Outing Park I, Springfield	94	Mod/Rehab	FY 2015	Existing Family Housing - multiple buildings
Outing Park II, Springfield	81	Mod/Rehab	FY 2015	Existing Family Housing - multiple buildings
Spring Gate, Rockland	181	Rent Supp	FY 2015	Existing Family Housing - two-story, townhouse-style buildings
Spring Hill, Springfield	37	Rent Supp	FY 2014	Existing Family Housing - two-story, townhouse-style buildings
Unquity House, Milton	139	Rent Supp	FY 2014	Existing Elderly Housing - one high rise
TOTAL	825			

VI. Administrative Requirements

A. General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue.

DHCD did not have any HUD reviews, audits or physical inspection issues that required the agency to take action during FY 2019.

B. Results of latest Agency-directed evaluations of the demonstration, as applicable.

Not applicable. DHCD utilizes internal resources to measure and evaluate MTW Activities

C. Certification that agency has met the three MTW statutory requirements.

DHCD certifies that, in FY 2019, it continued to meet the three statutory objectives of the MTW program. Appendix B includes the certification required by HUD.

Appendix A: Listing of Regional Administering Agencies

Berkshire Housing Development Corp.

One Fenn Street
Pittsfield, MA 01201
413.499.4887

Community Teamwork, Inc.

155 Merrimack Street
Lowell, MA 01852
978.459.0551

Housing Assistance Corp

460 West Main Street
Hyannis, MA 02601
508.771.5400

NeighborWorks Housing Solutions

(Formerly: Housing Solutions for Southeastern Mass.)
169 Summer Street
Kingston, MA 02364
781.422.4200

Lynn Housing Authority & Neighborhood Development

10 Church Street
Lynn, MA 01902
781.592.1966

Metro Housing/Boston

1411 Tremont Street
Boston, MA 02120
617.859.0400

RCAP Solutions

191 May Street
Worcester, MA 01602
978.630.6600

South Middlesex Opportunity Council

7 Bishop Street
Framingham, MA 01702
508.620.2336

Way Finders

322 Main Street
Springfield, MA 01105
413.233.1500

Appendix B: MTW Certification of Statutory Compliance

The Massachusetts Department of Housing and Community Development ("DHCD") hereby certifies that between the period of July 1, 2018 and June 30, 2019, DHCD met the following three statutory requirements of:

1. Assuring that at least 75% of the families assisted by DHCD are very low-income;
2. Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and
3. Maintaining a comparable mix of families (by family size) served as would have been served had the amounts not been used under the demonstration.

MA Department of Housing & Community Development

MA901

PHA Number/HA Code

I hereby certify that all the information stated herein is true and accurate:

Janelle Chan

Name of Authorized Official

Undersecretary

Title


Signature

9/24/19
Date

Appendix C: MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable