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I. INTRODUCTION

OVERVIEW OF MTW GOALS AND OBJECTIVES

This 2016 Annual Report highlights the activities of Boulder Housing Partners (BHP) in our fifth year as a participant in the Moving to Work (MTW) demonstration program. This year of MTW operations has been the most exciting year yet! BHP completed renovation of 279 units and 3 newly constructed or renovated community centers at the converted public housing sites. We reached full occupancy for these units by the end of November, one month ahead of schedule. We introduced our new Bringing School Home Program using the referral process to welcome 23 new families with children under the age of 6 to our newly renovated communities with community centers offering services on site. These children and their families began to receive services that will interrupt the cycle of poverty and set these children on a path to self-sufficiency as adults. We completed our second recertification of the Housing Choice work-able families and saw amazing results, including an increase in average income of 26% since 2014, with rent burden at 32%. Twenty-nine of these work-able families successfully left the program by purchasing homes or moving to market rate rentals. One activity from 2016 is yet to be fully implemented (Activity 2016-3 Landing Landlords) as we were over-leased in the voucher program for the entire year. This activity will be fully implemented in 2017 as vouchers become available. We used MTW funds to acquire 6 units of local, non-traditional affordable housing and 5.25 acres of land for future affordable housing.

In our first year of MTW operations, in 2012, BHP implemented rent reform for the elderly and disabled households, rent simplification tools for all households, and elimination of the 40% cap and a simplified utility allowance schedule for Housing Choice voucher households. Also in 2012, in accordance with its original MTW application, BHP submitted its initial application to convert all public housing units to project-based vouchers through public housing disposition. In 2013, BHP submitted its application to participate in the Rental Assistance Demonstration (RAD) Program to allow for the conversion or disposition of the remaining 337 units of public housing.

In our second year of MTW operations (2013), we implemented four new activities. These activities (1) continued to increase administrative efficiency through elimination of utility reimbursement payments and tying the Housing Quality Standards (HQS) inspection to the recertification cycle (triennially for all elderly and disabled families, biennially for all work-able families); (2) strengthened our partnership with the Safehouse Progressive Alliance for Non-Violence (SPAN) to offer housing and services to victims of domestic violence; and (3) allowed us to use our existing 10-year increment of Replacement Housing Factor Funds (RHFF) to create housing outside the public housing and Housing Choice programs. The

project selected for these RHFF was construction of 1175 Lee Hill, a 31–unit community to house the chronically homeless. In 2014, construction of 1175 Lee Hill was completed, and 31 former chronically homeless individuals had a home in time for Thanksgiving.

In our third year of MTW operations (2014), we implemented five activities. With these activities, we (1) continued to increase efficient use of federal dollars by allowing project–based voucher rents to be set internally using three external factors; (2) increased success of the Family Self Sufficiency program that is administered by our partner agency at one of our project–based voucher sites; (3) worked towards increasing our work-able families income by implementing a flat tiered rent structure and biennial recertifications for our Housing Choice Work-able Families, as well as eliminating the need for all Housing Choice and Public Housing families to report income increases prior to their next regularly scheduled recertification; and (4) ensured that all public housing families are paying rent according to their income by eliminating the option to choose the flat rent.

In 2015, our fourth year of MTW operations, we implemented two new activities, while preparing for the conversion of 288 (85%) of our public housing units under the Section 18 Disposition and Rental Assistance Demonstration Program. The long–awaited financial closing of the conversion took place on September 30, 2015 and the first phase of renovations began on October 5, 2015.

OVERVIEW OF BHP’S LONG–TERM VISION FOR THE MTW PROGRAM

As described in full detail in the 2017 MTW Annual Plan, Boulder Housing Partners will be focusing on three main areas in the coming years:

Bringing School Home

Transforming Bureaucracy

Increasing Housing Choice

Bringing School Home: Disrupting the Cycle of Poverty

The next ten years of Boulder’s MTW program will center on a very big idea. We believe that **poverty continues to be a bar to learning and that quality affordable housing can change that**. Focusing on the success we have shared with the I Have a Dream Foundation, BHP is taking that program to a new level by expanding services to include children at an even younger age (0 to 5). We believe that we can break the cycle of poverty in two generations by focusing on families with young children and providing services to the entire family.

Transforming Bureaucracy: People, Not Paper

We believe housing programs should be focused on the people they serve, not the paperwork required. By creating efficiencies and streamlining the processes involved in admitting qualified households to the programs, BHP strives to free up staff time to focus on the people and their needs to be self-sufficient throughout every stage of life.

Increase Housing Choice

BHP's strategic plan calls for contributing 2,000 units to the city of Boulder's affordable housing stock over 10 years. We will use every tool available to us to make this happen which includes our MTW funding flexibility.

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

See tables on following pages

B. LEASING INFORMATION

See tables on following pages

C. WAIT LIST INFORMATION

See tables on following pages

A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project	
N/A	0	0	N/A	
	Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
	0	0	399	399
			Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
			399	384

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year

BHP acquired 6 units of local, non-traditional housing, and 5.25 acres of land which will be developed into affordable housing.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of Actual Capital Fund Expenditures During the Plan Year

BHP did not use any of the 2016 Capital Fund increment of \$258,372 in 2016. In fact, BHP was reimbursed from the Tax Credit Partnership for \$567,867 of previously expensed capital funds used for predevelopment activities for the conversion of 6 public housing sites through RAD and Section 18. The reimbursed amount has been placed back into the MTW cash account and is available for future MTW activities.

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program *	Total Units	Overview of the Program
Market Rate Housing	139	Market rate housing in 3 developments
Tax Credit	596	Tax credit housing in 14 developments
Boulder Affordable Rentals	211	Locally funded, affordable units in 11 developments
Project-Based Section 8 Contracts	116	Non-MTW HUD funded in 2 developments
Total Other Housing Owned and/or Managed	1062	

* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe:

N/A

B. MTW Report: Leasing Information

Actual Number of Households Served at the End of the Fiscal Year

Housing Program:	Number of Households Served*	
	Planned	Actual
Federal MTW Public Housing Units that were leased/occupied	47	46
Federal MTW Housing Choice Voucher Units that were utilized	891	915
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	6	6
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	944	967

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program:	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	66	66
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Port-In Vouchers (not absorbed)	0	0
Total Projected and Annual Unit Months Occupied/Leased	6	6

BHP acquired 6 units of local in February 2016, non-traditional housing and 5.25 acres of land.

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

**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	0	0	0	0	0	6	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0	0	0	0	0	6	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	0%	0%	0%	0%	0%	100%	X	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	188	268	0	456	49.03%
2 Person	17	145	0	162	17.42%
3 Person	23	61	0	84	9.03%
4 Person	46	66	0	112	12.04%
5 Person	46	42	0	88	9.46%
6+ Person	10	18	0	28	3.01%
Totals	330	600	0	930	100.00%

Explanation for
Baseline Adjustments
to the Distribution of
Household Sizes
Utilized

No adjustment has been made to the baseline. However, 283 units of public housing were converted under the Section 18 and Rental Assistance Demonstration Programs in 2015. These households are now counted in the Housing Choice Voucher Program as they all received either a Tenant Protection or RAD Voucher.

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	49%	17%	9%	12%	9%	3%	100%
Number of Households Served by Family Size this Fiscal Year ***	466	166	100	83	81	44	940
Percentages of Households Served by Household Size this Fiscal Year ****	50%	18%	11%	9%	9%	5%	100%
Percentage Change	1%	1%	18%	-27%	-9%	55%	0%

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

The changes in family size are in part a result of the RAD requirement to "right-size units" at conversion. Depending on family size, families were moved to the correct sized unit which allowed for larger sized families to move into those sites. No preference is given for any one type of family size or type. No decisions were made by BHP to directly affect the changes to the mix of families served.

* “Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

** The numbers in this row will be the same numbers in the chart above listed under the column “Baseline percentages of family sizes to be maintained.”

*** The methodology used to obtain these figures will be the same methodology used to determine the “Occupied number of Public Housing units by family size when PHA entered MTW” and “Utilized number of Section 8 Vouchers by family size when PHA entered MTW” in the table immediately above.

**** The “Percentages of families served by family size this fiscal year” will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program

Federal MTW Housing Choice Voucher Program

Description of Leasing Issues and Solutions

We began 2016 over leased in the voucher program and never attritioned down to actual unit months available. However, we did not over spend available HAP.

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
2013-3 Partnership with SPAN	4	Moving to market rate or homeownership
2016-1 Flat tier rent for work-able households	29	Moving to market rate or homeownership
2016-2 Rent reform for elderly and persons with disabilities households	0	Moving to market rate or homeownership
2016-4 Bringing School Home Referral process	0	Moving to market rate or homeownership

Households Duplicated Across Activities/Definitions	0
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ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	33
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* The number provided here should match the outcome reported where metric SS #8 is used.

C. MTW Report: Wait List Information

Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units	Site-based (Arapahoe Court)	242	Closed	Yes
Federal MTW Public Housing Units	Site-based (Madison)	423	Closed	Yes
Federal MTW Housing Choice Voucher Program	Other - lottery system	275	Closed	Yes

More can be added if needed.

* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

N/A

If Local, Non-Traditional Program, please describe:

N/A

If Other Wait List Type, please describe:

For the Housing Choice Voucher Program, BHP uses a lottery system.

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

N/A

III. PROPOSED MTW ACTIVITIES

All proposed activities that are granted approval by HUD are reported on in Section IV as 'Approved Activities'.

IV. APPROVED MTW ACTIVITIES

IMPLEMENTED ACTIVITIES

ACTIVITY 2012–1

a. DESCRIPTION

Activity 2012–1, Allow BHP to commit project–based vouchers to converted units at public housing developments, was implemented in 2015. The conversion of 288 units (out of a total of 337 units) of public housing to vouchers through Section 18 Disposition and Rental Assistance Demonstration (RAD) Program occurred on September 30, 2015. BHP continues to have 49 units of Public Housing. Currently there is no concrete timeframe for disposition of these remaining units. The benchmarks reflect no activity for 2016.

b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) (elimination of competitive process)	\$1,680	Zero	N/A	N/A
CE #2 – Total time to complete the task in staff hours (decrease)	40 hours	Zero	N/A	N/A

d. **BENCHMARK REVISIONS**

The were no revisions made in 2016.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology

ACTIVITY 2012–4

a. **DESCRIPTION**

Activity 2012–4, Rent simplifications for all households, was approved and implemented in 2012. The goal of this activity was to implement a series of changes to simplify the income and asset verification process for all families. This activity:

- allows households to provide asset and income documentation;
- excludes income from assets and allows for self–certification of assets that total \$50,000 or less; and
- limits total household assets to \$50,000 or less upon admission to the public housing and Housing Choice programs.

In 2016, five households were denied admission to the program for having total assets valuing more than \$50,000 and one household qualified for an exception, the denial was overturned and they were admitted into the voucher program.

b. **OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created. An exception policy was created for households who are elderly and/or persons with disabilities in relation to the asset limit upon admission.

c. **BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) asset income calculation	\$1,677 (64.5 hours x \$26 average per hour)	\$671 (Reduction of 60%)	2016 – \$137 2015 – \$293; 2014 – \$351	Yes, 2016 shows reduction of \$1,540 or 92%
CE #2 – Total time to complete the task in staff hours (decrease) asset income calculation	64.5 staff hours (86 households x 45 minutes on average)	25.8 hours (Reduction of 60%)	2016 – 5.25 hours (7 households); 2015 – 11.25 hours (15 households); 2014 – 13.5 hours (18 households)	Yes, 2016 shows total of 59.25 hours (reduction of 92%)

CE #3 – Average error rate in completing a task as a percentage (decrease)	5% Potential for error	3% reduction in potential for error	2% (in 2016, 7 households have assets over \$50,000) Reduction of 92% potential for errors	potential for error reduced to 2%
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d. **BENCHMARK REVISIONS**

No revisions to the benchmarks were made in 2016.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

ACTIVITY 2012–5

a. **DESCRIPTION**

Activity 2012–5, Elimination of the 40% of income cap in the voucher program, was approved and implemented in 2012. The goal of this activity was to provide more rental choices to Housing Choice voucher holders by eliminating the 40% of income towards rent cap when they initially lease up. In 2016, 16 families rented a unit where their portion of the rent was more than 40% (but less than 78%) of their income.

Since implementation of this activity in 2012, we have had a total of 51 households lease up with their rent burden being more than 40% of their income towards rent. When households choose to do this, they sign an agreement that confirms their understanding that they will lose their housing assistance if they are evicted for non-payment of rent. Not one household has lost their assistance since this choice has been offered.

b. **OUTCOME OF HARDSHIP REQUESTS**

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
HC #5 – Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Zero	2% or 17 households	2016 – 17 households; 2015 – 16 households; 2014 – 10 households; 2013 – 4 households; 2012 – 4 households	Yes

d. BENCHMARK REVISIONS

No revisions were made to the benchmarks in 2016.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2012–6

a. DESCRIPTION

Activity 2012–6, Implement a flat utility allowance for the voucher program, was designed to increase voucher holders' ease of understanding of the rent calculation and how utilities affect the maximum contract rent allowed. This activity was approved and implemented in 2012. Implementation of this activity will continue to allow for less time spent during the initial briefing to explain the utility allowance.

b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) explanation of utility allowance in briefings	\$20/briefing (45 minutes x \$26 hour)	\$15 (25% reduction)	\$10/briefing (22 minutes x \$26 hour)	Yes
CE #2 – Total time to complete the task in staff hours (decrease)	Average of 45 minutes per briefing	34 minutes (25% reduction)	Average of 22 minutes per briefing	Yes
CE #3 – Average error rate in completing a task as a percentage (decrease)	5% potential for error	0% reduce to zero	0%	Yes
CE #5 – Tenant Rent Share in dollars (increase)	Average utility allowance in 2011 was \$70	Reduction of \$6 for the average utility allowance	Average utility allowance was \$63, reduction of \$7 or 10%	This outcome was achieved in 2012

d. BENCHMARK REVISIONS

No revisions were made to the benchmarks in 2016.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2013–1

a. DESCRIPTION

Activity 2013–1, Housing Quality Standards Inspection Schedule, was written to replace Activity 2012–7 and was approved and implemented in 2013. This activity aligns the HQS inspection with the recertification schedule. Beginning in 2013, for all households who are elderly or a person with disabilities, the inspection schedule now follows the recertification schedule which is conducted every three

years. Beginning in 2014, when Activity 2014–1 was implemented, inspections for the work-able family households were lined up with the biennial recertification schedule.

b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) inspections following the recertification schedule	2012: \$26,425 (755 inspections x \$35 per inspection)	\$8,720 (Reduction of 66%)	2016 – \$16,905 (483 inspections) reduction of 36%; 2015 – \$5,525 (155 inspections) reduction of 79%; 2014 – \$11,620 (332 inspections) reduction of 56%; 2013 – \$13,370 (382 inspections) reduction of 49%	No, due to mass recertification for all work-able households being processed in 2016
CE #2 – Total time to complete the task in staff hours (decrease)	Inspections are conducted by an outside contractor	N/A	N/A	N/A – savings relate to cost of outside contractor, not staff
CE #3 – Average error rate in completing a task as a percentage (decrease)	Activity not designed to reduce errors	N/A	N/A	N/A – savings relate to cost of outside contractor, not staff

d. BENCHMARK REVISIONS

No revisions were made to the benchmarks in 2016.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2013–2

a. DESCRIPTION

Activity 2013–2, Eliminate Utility Reimbursement Payments, was approved and implemented in 2013. The focus of this activity was to ensure that all public housing residents and Housing Choice participants are contributing towards their rental payment (or at a minimum to ensure that residents and participants are not receiving payments to live on housing assistance). Households who received a utility reimbursement payment (URP) in April 2013 continued to receive one through March 2014, unless there was an interim change in their circumstances that resulted in no URP. No new instances of URP were allowed after April 1, 2013.

b. OUTCOME OF HARDSHIP REQUESTS

All households who were receiving URP on April 1, 2013 continued to receive it until their circumstances changed which disqualified them, or March 1, 2014, whichever came first. Households met with their Occupancy Specialist within the first three months of implementation. Reminders with information on utility use and grants were sent in October 2013 and January 2014. There were 12 households who were still receiving URP as of March 31, 2014, and it was eliminated as of April 1, 2014, when the hardship ended.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) elimination of utility reimbursement payments	\$12,396 (cost of 42 URP as of 4/1/2013) \$247 (cost to mail 42 URPs each month)	Zero	Zero	Yes, outcome achieved in 2014
CE #2 – Total time to complete the task in staff hours (decrease)	84 staff hours (42 checks x 10 minutes per check to print, stuff and mail)	Zero	Zero as of 4/1/14	Yes, outcome achieved in 2014

CE #3 – Average error rate in completing a task as a percentage (decrease)	This activity was not designed to eliminate errors	N/A	N/A	N/A
CE #5 – Tenant Rent Share in dollars (increase)	Participants receiving a utility reimbursement had a tenant rent share of zero	No change anticipated	Tenant rent share remains at zero; however, they no longer receive the utility reimbursement payment to pay for their utilities	Yes, outcome achieved in 2014

d. **BENCHMARK REVISIONS**

No revisions were made to the benchmarks in 2016.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

ACTIVITY 2013–3

a. **DESCRIPTION**

Activity 2013–2, Local Voucher Program in Partnership with Safehouse Progressive Alliance for Nonviolence (SPAN), was approved and implemented in 2013. This activity focuses on continuing BHP’s partnership with SPAN, which provides eight families who are victims of domestic violence with housing assistance through BHP and case management services through SPAN, and allows BHP to use vouchers for transitional housing.

On January 1, 2016, we had five families participating in this program. Four successfully graduated from the program (one voluntarily gave up the voucher, the other three graduated from the services side of the program and moved to the regular voucher program) and one remains on the program as they were not eligible for graduation by the end of the year. As of December 31, 2016, we had seven families participating in this program, six who entered the program in 2016 and will be up for graduation in 2018, and one who is not yet eligible for graduation.

b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #4 – Amount of funds leveraged in dollars (increase)	Zero, prior to this activity, no households were receiving services	\$16,000 (\$2,000 per household x 8 households)	2016 – \$16,000; 2015 – \$16,000; 2014 – \$18,060	Yes
SS #5 – Number of households receiving services aimed to increase self-sufficiency (increase)	Zero	8	8	Yes
SS #8 – Number of households transitioned to self-sufficiency (increase). Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero for 2014	Four in 2016; Four in 2015; Zero in 2014	2016 – 4; 2015 – 2; 2014 – 0	Yes
HC #3 – Average applicant time on wait list in months (decrease)	12 months (previously this program existed at a property where time spent in housing was unlimited)	6 months (Reduce by 50% based on this being a two-year transitional program)	2016 – no decrease; 2015 – decrease of 3 months (25%); 2014 – decrease of 5 months (42%)	No, the demand for housing through this program has increased

HC #5 – Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Zero	8	8	Yes, these families are victims of domestic violence, therefore all have moved to better situations and units
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d. BENCHMARK REVISIONS

No revisions were made in 2016.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2013–4

a. DESCRIPTION

Activity 2013–4, Use of Replacement Housing Factor Funds for other housing, was approved and implemented in 2013. This activity allows BHP to use Replacement Housing Factor (RHF) Funds to build other affordable housing units. In 2013, BHP used RHF Funds at 1175 Lee Hill, a 31–unit community for chronically homeless using the Housing First model. Construction began in 2013, with full completion and full occupancy in November 2014. With the disposition of 148 public housing units in 2015, BHP anticipates receiving Demolition or Disposition Transitional Funding in 2016 and will use those funds for other local affordable housing opportunities. In 2016, no funds were used under this activity.

b. OUTCOME OF HARDSHIP REQUESTS

This was not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #4 – Amount of funds leveraged in dollars (increase)	Zero	2016 – \$0 2015 – \$0 2014 – \$0 2013 – \$7,433,805	2016 – \$0; 2015 – \$0; 2014 – \$0; 2013 – \$7,433,805 for 1175 Lee Hill	Yes
HC #1 – Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase)	Zero	2016 – 0; 2015 – 0; 2014 – 0; 2013 – 31	2016 – 0; 2015 – 0; 2014 – 31 new units for chronically homeless at 1175 Lee Hill	Yes
HC #2 – Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase)	Zero	Zero	2016 – 0; 2015 – 0; 2014 – 0	Yes
HC #5 – Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	2016 – zero 2015 – zero 2014 – 31 households	2016 – 0; 2015 – 0; 2014 – 31	2016 – 0; 2015 – 0; 2014 – 31 formerly homeless households housed at 1175 Lee Hill	Yes

d. BENCHMARK REVISIONS

No revisions were made to the benchmarks in 2016. As funding is made available, the benchmarks will be updated.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2014–4

a. DESCRIPTION

Activity 2014-4 removed the flat rent option for all households in public housing. This activity was approved and implemented in 2014. In 2015, 288 of the total 337 public housing units were converted to project based vouchers. Benchmarks for this activity were reset in 2016 for the remaining 49 public housing units.

b. OUTCOME OF HARDSHIP REQUESTS

This activity was implemented for families in 2014 and families were given six-months' notice of the rent amount they would pay under this activity. No further hardships have been granted.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #5 – PHA rental revenue in dollars (increase)	\$5,544 (revised from original benchmark to reflect the 49 remaining PH units as of 12/31/15)	\$8,292	\$8,292	Yes

d. BENCHMARK REVISIONS

The metrics were revised for this activity in 2016 to reflect the conversion of 85% of the public housing units to vouchers.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2014–5

a. DESCRIPTION

Activity 2014-5 changes the mobility options for families who live at Woodlands, a project-based voucher community, and participate in the Family Self-Sufficiency (FSS) Program. This activity was approved and implemented in 2014. To request the next available voucher and move out of Woodlands, families must stay a minimum of three years (except in extenuating circumstances). Upon successful graduation from FSS, they must leave Woodlands, and may go with a voucher if the family continues to need the housing assistance. In

2016, we had twelve households move out of Woodlands, eleven of which were successful graduations (one household was terminated from the program). Of the eleven successful graduations, seven had FSS escrows with an average payout of \$6,992. Seven of the eleven did not need the voucher upon graduation (two of which purchased homes), the other 4 left with a voucher.

b. OUTCOME OF HARDSHIP REQUESTS

Households may request an exemption from the three-year rule if there are extenuating circumstances. In 2016, there were no requests.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) applicant processing	\$780 (30 hours x \$26 per hour average)	\$390 (15 hours x \$26 per hour average)	\$1,430 (25 hours x \$26 per hours on average)	No, we had more successful graduations than anticipated
CE #2 – Total time to complete the task in staff hours (decrease)	30 total hours (5 hours on average x 6 families)	15 total hours (5 hours on average x 3 successful graduations)	55 total hours (5 hours on average x 11 successful graduations in 2016 who moved with a voucher)	No, we had more successful graduates than anticipated
HC #3 – Average applicant time on FSS wait list in months (decrease)	10.3 months	Decrease of one month	2016 – decrease of 1.9 months (8.4 months); 2015 – decrease of 2.3 months (8 months); 2014 –increase of 0.2 months (10.5 months)	Yes

d. BENCHMARK REVISIONS

No revisions were made in 2016.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2014–6

a. DESCRIPTION

Activity 2014-6 allows BHP to set rent limits and conduct our own rent reasonableness test for vouchers that have been project-based and the developer has conducted a market study. This activity was approved and implemented in 2014. In 2014, this activity was applied specifically to the vouchers that were project-based at 1175 Lee Hill, which is a 31-unit community that houses the chronically homeless. In 2015, it was applied to Kalmia and Walnut Place, the two public housing sites that converted under Section 18 disposition to project-based vouchers. The authority under this activity was not used in 2016, as there were no vouchers that were project-based.

b. OUTCOME OF HARDSHIP REQUESTS

This is not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) to set reasonable rents	Average cost of an independent consultant to determine reasonable rent: \$6,000	Total cost reduced to \$130 (Reduce external cost by \$6,000; Increase internal staff time to \$130 (5 hours x \$26))	2016 – 0; 2015 – \$650 (Kalmia and Walnut Place); 2014 – \$130 (1175 Lee Hill)	N/A
HC #1 – Number of new housing units made for households at or below 80% AMI as a result of activity	31 in 2014	31 in 2014	2016 – 0; 2015 – 0; 2014 – 31	N/A
HC #2 – Number of housing units preserved for households at or below 80% AMI that would otherwise not be available	148 in 2015	148 in 2015	2016 – 0; 2015 – 148; 2014 – 0	N/A

d. **BENCHMARK REVISIONS**

The benchmarks or metrics have not been revised for this activity.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

ACTIVITY 2015–1

a. **DESCRIPTION**

Activity 2015-1 allows BHP to create an affordable housing acquisition and development fund. This activity was approved and implemented in 2015. MTW funds can be used to pursue opportunities in the city of Boulder to build new rental units as well as acquire existing land and/or units to increase the number of affordable housing units.

This activity is very dependent on available market opportunities. In 2016, BHP spent \$484,635 of MTW funds to acquire land at Orchard Grove. This land measures 5.25 acres and is currently being land banked for future development opportunities. It is currently zoned for 55 units, however the number of units to be built is yet to be determined. Also in 2016, BHP used \$296,834 of MTW funds to purchase 6 units, known as Hayden Place 2, which are now part of BHP's Affordable Housing Program. This program targets households at less than 60% AMI.

b. **OUTCOME OF HARDSHIP REQUESTS**

This is not a rent reform activity and no hardship was created.

c. **BENCHMARK RESULTS**

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
HC #1 – Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Zero	Zero	2016 – 6 apartments, and 5.25 acres of land; 2015 – 0	Yes

HC #2 – Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	Zero	Zero	2016 – 0; 2015 – 0	Yes
HC #5 – Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Zero	Zero	2016 – 0; 2015 – 0	Yes
CE #4 – Amount of funds leveraged in dollars (increase)	Zero	Zero	2016 – \$781,469; 2015 – 0	Yes

d. BENCHMARK REVISIONS

The benchmarks or metrics have not been revised for this activity. Due to the timing of receipt of the funds and the nature of this being a market-driven opportunity, units will be added as the opportunity arises.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2015–2

a. DESCRIPTION

Activity 2015-2 allows the partners and/or owner at project-based voucher communities to refer applicants to these properties, which offer in-depth case management services. This activity was approved and implemented in 2015. In 2015, this activity applied to 1175 Lee Hill, Broadway East, Holiday McKinney, and Woodlands Communities. In 2016, this activity extended to the converted and fully renovated PH sites and included Diagonal Court, Iris Hawthorn, Kalmia, Manhattan, Northport and Walnut Place. For these 10 communities, there were a total of 107 move ins during 2016. Due to the conversion and subsequent renovations that took place at the former PH communities, the

number of move ins is higher than normal. Twenty-three of these move ins were under the Bringing School Home Referral which is Activity 2016-4.

b. OUTCOME OF HARDSHIP REQUESTS

This is not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task (decrease) to maintain wait list	\$2,340 (90 hours per year x \$26 per hour)	\$0	2016 – 0; 2015 – 0	Yes
CE #2 – Total time to complete the task in staff hours (decrease)	90 hours	15 hours (only time needed to process applicants, no wait list management)	2016 – 214 hours; 2015 – 20 hours	No, due to the high number of move ins
HC #3 – Average applicant time on wait list in months (decrease)	31.5 months	2 months	2016 – 1 month; 2015 – 0	Yes
HC #4 – Number of households at or below 80% AMI that would lose assistance or need to move (decrease)	Zero	Zero	2016 – 0; 2015 – 0	Yes

d. BENCHMARK REVISIONS

The benchmarks or metrics have not been revised for this activity.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2016–1

a. DESCRIPTION

Activity 2016-1 replaced and amended Activity 2014–1: Rent Reform for Housing Choice Work-able Families. The activity was approved and implemented in 2016. The elements included in this rent reform are:

- *Flat tiered rent system*: total tenant payment is calculated using a two–step system. Based on family size and gross income, the family falls into an income tier. The income tier and the size of the unit determine the total tenant payment for the family. From this amount, if applicable, the utility allowance is subtracted, a flat fee per ineligible family member is added, and any amount the gross rent exceeds the payment standard is added. In 2016, rents within tiers 2 – 15 increased by 5%.
- *Minimum rent*: the minimum rent is based on bedroom size and ranges from \$120 – \$180.
- *Biennial recertification*: households are recertified every two years.
- *No interim recertification*: all interim recertifications were eliminated except for family composition or status changes, or if the family moves. If the household is claiming income that places them in income tier one, the lowest income tier, all increases in income must be reported until the family’s income places them into income tier two.
- *Flat fee per ineligible family member*: for those members who are not legally eligible to receive housing assistance, a flat fee per member per month is added to their total tenant payment. In 2016, the flat fee was amended to \$125 per family member.

With the 2015 conversion of 288 public housing units to the project–based voucher program, the work-able families have been divided into two groups. The original Housing Choice work-able families will recertify every even year, with recertification effective on June 1. The converted public housing work-able families will recertify every odd year, with recertification effective October 1. This report will show results for the tenant based (or original) Housing Choice work-able families. The project based (or converted) households will be recertified in 2017 and the results will be included in the 2017 report.

The method in which income is calculated also changed under this activity. Income is now considered as either (1) current, stable income or (2) past two–year history of income. At the time of recertification, 26 families were reporting that they currently had no income. Based on their two–year history of past income, these families had an average of \$20,821 of annual income.

There was an average increase in income of 26% for this group, which resulted in an increase in tenant rent. Average rent burden is 32%.

b. OUTCOME OF HARDSHIP REQUESTS

There were two different hardship cases for this activity.

Maximum rent increases: In 2014, when the original group of work-able families were transitioned to the flat tier rent program, 50 families received a hardship capping their rent increase at 7%. By the time these families were recertified in June 2016, all families had experienced some change to discontinue the hardship. Changes included moving from one unit to another, leaving the program, changes in family composition, contract rent increases, and income changes. Twenty-seven experienced an increase in income, with the average increase just over \$12,000.

No interim recertification: In 2016, we received 50 requests for an interim recertification due to income loss. Of these 50 requests, nine were approved for an interim to be processed and their rent portion was adjusted accordingly. Of the 41 that were denied, seventeen were referred to the Safety Net Program. Of the 17 that were referred, 10 did contact our partner agency and were assisted. The total assistance was \$7,576.

c. BENCHMARK RESULTS

The baselines below relate to the original Housing Choice Work-able group only (which does include the PBV community of Broadway East). This group was originally transitioned to the flat tier rent system in 2014. Baselines reflect the data as of 12/31/2014 for this group.

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task (decrease)	\$21,684 (471 staff hours x \$26 per hour)	\$13,010 (40% reduction over the two-year recertification period)	2016 result – increase of \$312 (1%), total of \$21,996	No, as 2016 was the year in which all recertifications were processed
CE #2 – Total time to complete the task in staff hours (decrease)	834 total staff hours (3 staff hours per recertification X 278 recertifications)	500 hours (40% reduction over the two-year recertification period)	2016 result – increase of 12 hours (1%) for a total of 846 (282 recertifications)	No, as 2016 was the year in which all recertifications were processed

CE #5 – Tenant Rent Share in dollars (increase)	\$341 (this number is prior to any rent reform being implemented)	\$365 (Increase of no more than 7%)	2016 result – \$575, increase of 41%	No, rent is based on many factors, including income increases, increase in tier rents, contract rents, etc.
SS #1 – Increase in household income	\$16,073 (as of 12/31/2014)	\$321(Increase of 2%) for total of 16,394	2016 result – \$21,665, increase of 26%	Yes, increased by \$5,592
SS #3 – Increase in positive outcomes in employment status: <ul style="list-style-type: none"> - Full Time - Part Time - Educational Program - Job Training - Unemployed - Other 	Employed full time – 102; Employed part time – 106; Unemployed – 44; Other – 26	Full time: 104 (increase of 2%) Part time: 108 (increase of 2%) Educational Program: no change Job Trainee: no change Unemployed: 25 (decrease of 2%)	Employed full time – 146 (30% increase); Employed part time – 67 (58% decrease); Educational program – 0; Job training – 0; Unemployed – 28 (57% decrease); Other – 5 (420% decrease)	Between full time and part time employment, there are 2% more families employed (30% in full time employment); the number of unemployed families decreased by 57%
SS #4 – Number of households receiving TANF (decrease)	15 households	No decrease	15 households	Changes in family circumstances and households leaving and entering the program make this metric difficult to control
SS #5 – Number of households receiving services aimed to increase self-sufficiency	Zero	Increase of 2%,	Zero	No, activity not aimed at increasing services
SS #8 – Number of families moved to self-sufficiency. Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	1 (one)	Zero	29 (2 families voluntarily gave up voucher, 27 families' income increased to the point where they no longer qualify to receive HAP)

d. BENCHMARK REVISIONS

Revisions were made to separate the two groups of vouchers: Housing Choice (tenant based) versus Project Based Vouchers. This change was made due to the recertification schedule of each group being in separate years and the addition of services to the Project-Based Voucher sites.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2016–2

a. DESCRIPTION

Activity 2012–2, Rent simplifications for elderly and disabled households, was approved and implemented in 2012. This activity focuses on four areas: 1) rent based on 26.5% of gross income; 2) triennial recertification; 3) income disregard and 4) a limit on interim decreases. Under Activity 2014–3, interims for income loss were limited to one per calendar year.

Activity 2016–2 replaces Activity 2012-2 and 2014-3 by incorporating all the elements of these activities and adds the flat fee per ineligible family member to be consistent across all households with mixed citizenship status.

b. OUTCOME OF HARDSHIP REQUESTS

The hardship capped their rent increase at 7% provided all other variables (such as income, contract rent, utility allowance, etc.) remained the same. Below are the dates and number of households who continue to receive a hardship:

- December 31, 2013 – 57 households
- December 31, 2014 – 41 households
- December 31, 2015 – 25 households
- December 31, 2016 – 19 households

Six households lost the hardship

- 4 (66%) are no longer in the program (2 ported out of our jurisdiction)
- 2 (33%) experienced a subsequent increase in their portion of the rent that was less than 7%, therefore the hardship ended

C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
CE #1 – Total cost of task in dollars (decrease) triennial recertification schedule	2012: cost of \$46,332 (1,782 staff hours x \$26 per hour with an average of 3 hours per recertification)	\$15,290 (Reduce total number of recertifications to 198 with reduction of hours in staff time of greater than 66% (less than 606 hours)	2016 – \$14,274 (549 hours) 69% reduction; 2015 – \$11,778 (453 hours); 2014 – \$11,856 (456 hours); 2013 – \$13,494 (519 hours);	Yes, decreased to \$14,274
CE #2 – Total time to complete the task in staff hours (decrease) triennial recertification schedule	2012 total staff time of 1,782 (3 hours average per recertification x 594 annuals processed)	588 hours (Reduction of hours in staff time of less than 66%)	2016 – 549 hours (183 annuals) 69% reduction; 2015 – 453 hours (151 annuals); 2014 – 456 hours (152 annuals); 2013 – 519 hours (173 annuals);	Yes, decreased to 549 hours
CE #2 – Total time to complete the task in staff hours (decrease) elimination of medical deductions	In 2011, 232 households had medical deductions, average was 1 hour per recertification to calculate these deductions	Zero hours	2012: Reduction in staff time of 232 hours, equals staff savings of \$6,032 = 232 x \$26 per hour)	This outcome was achieved in 2012, and BHP continues to realize savings due to elimination of medical deductions from the calculation

CE #3 – Average error rate in completing a task as a percentage (decrease)	50% potential for errors calculating medical deductions	Decrease to zero potential	Zero (all deductions have been eliminated)	Yes, potential for error has been eliminated
CE #5 – Tenant Rent Share in dollars (increase)	Average Public Housing: \$235 Average Housing Choice: \$274	Zero increase	2016 results Public Housing: decrease of \$6 (total \$229) Housing Choice: increase of \$3 (total \$277)	Yes, as change is less than 1% for HC, and a decrease for PH
SS #1 – Increase in household income	\$11,616 Average household income at 12/31/13	\$11,848 (Increase of 2%)	2016 - \$13,336 (increase of 15%)	Yes
SS #3 – Report the following separately for each category: (1) Employed Full–Time (2) Employed Part–Time (3) Enrolled in Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	65 total households employed (when this metric was written in 2012, it was not separated by category)	66 (Increase of 1% increase (when this metric was written in 2012, it was not separated by category))	2016 results: Employed full time – 27; Employed part time – 29; Educational program – 0; Job training program – 0: Unemployed – 38: Others – 390 (main source of income is SS or SSDI based on population type)	No, there was a 14% decrease in number of households that were employed, which makes sense based on the population being elderly and/or disabled households

SS #8 – Number of households transitioned to self-sufficiency (increase). Self-sufficiency defined as exiting program and moving into market rental or home ownership	Zero	Zero	Zero	This activity applies to households who are elderly and/or disabled and are not expected to transition off the program to self-sufficiency
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d. **BENCHMARK REVISIONS**

No revisions have been made to the benchmarks in 2016.

e. **DATA COLLECTION METHODOLOGY**

There have been no changes to the data collection methodology.

ACTIVITY 2016–3

a. **DESCRIPTION**

The goal of Activity 2016-3 is to attract more landlords to participate in the Housing Choice Voucher Program. This activity was approved in 2016 and part of it was implemented in 2016. There are four elements to this activity:

- Landlord Incentive Payment
- Damage Claim Fund
- Security Deposit Revolving Loan Fund
- Moving with Continued Assistance

The Housing Choice Voucher Program was over leased for all of 2016 and no new vouchers were issued. Therefore, the first three elements of this activity were not implemented in 2016. The process and procedures were created and the funds earmarked for these elements, and they will be implemented in 2017 when vouchers become available.

The fourth element, Moving with Continued Assistance, was implemented this year. During 2016, four households were asked to come into compliance with their current landlord, prior to being able to move with continued assistance. Two households did come into

compliance and were able to move. The other two households were terminated from the program for non-compliance. This element has no effect on the benchmarks.

b. OUTCOME OF HARDSHIP REQUESTS

This is not a rent reform activity and no hardship was created.

c. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
HC #5 – Number of households able to move to better unit and/or neighborhood of opportunity as a result of the activity	Zero	Zero	Zero	Yes

d. BENCHMARK REVISIONS

The benchmarks or metrics have not been revised for this activity.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITY 2016–4

a. DESCRIPTION

Activity 2016-4, Bringing School Home Referral Process, is the first step in our bigger program, Bringing School Home, which is designed to positively disrupts factors working against the success of children. This activity was approved and implemented in 2016. This activity allows us to bring families with children age 0 – 5 into 5 of our sites where services are offered through the Bringing Home School Program. In 2016, we brought 23 families into this program. The goal of this program is for all new admissions to these sites to have children between 0 and 5 and commit to participate in the services offered through this program.

b. OUTCOME OF HARDSHIP REQUESTS

This is not a rent reform activity and no hardship was created.

C. BENCHMARK RESULTS

Metric	Baseline	Benchmark	Outcome	Benchmark achieved?
SS #5 – Number of households receiving services aimed to increase self-sufficiency (increase)	Zero	100% of all new admissions based on vacant units	100% - 23 families entered program and are receiving services	Yes
SS# 8 – Number of households transitioned to self-sufficiency (increase)	Zero	Zero	Zero	Yes, goal is families with young children staying housed long term to provide educational opportunities
HC #3 – Average applicant time on wait list in months (decrease)	24 months	2 months	.97 months (29 days average)	Yes
HC #4 – Number of households at or below 80% AMI that would lose assistance or need to move (decrease). This activity targets families with children	Zero	Zero	Zero	Yes, activity is not designed to require households to move or lose assistance
HC #5 – Number of households able to move to a better unit and/or neighborhood of	Zero	Zero	Zero	Yes, goal is to have families stay housed long term to provide success for children

opportunity as a result of the activity (increase)				
HC #7 – Number of households receiving services aimed to increase housing choice (increase)	Zero	Zero	Zero	Yes, goal is to have families stay housed long term to provide success for children
CE #4 – Amount of funds leveraged in dollars (increase)	Zero	\$9,408	\$15,456	Yes, the number of move-ins this year was higher due to higher number of vacancies than normal

d. BENCHMARK REVISIONS

The benchmarks or metrics have not been revised for this activity.

e. DATA COLLECTION METHODOLOGY

There have been no changes to the data collection methodology.

ACTIVITIES NOT YET IMPLEMENTED

BHP does not have any activities that have not been implemented.

ACTIVITIES ON HOLD

BHP does not have any activities that have been placed on hold.

CLOSED OUT ACTIVITIES

ACTIVITY 2012–2

MTW Activity 2012 – 2, Rent Reform for elderly and disabled households was implemented in 2012. It was amended under Activity 2014–3. Further changes were made to the rent reform in 2016 and all aspects of this activity were incorporated into Activity 2016–2.

- a. YEAR APPROVED
2012
- b. YEAR IMPLEMENTED (IF APPLICABLE)
2012
- c. YEAR ACTIVITY CLOSED
2016
- d. FINAL OUTCOME AND LESSONS LEARNED
Activity was incorporated into 2016–2.
- e. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES
Please see results for Activity 2016–2.
- f. YEARLY OUTCOMES
Please see results for Activity 2016–2.
- g. ADDITIONAL EXPLANATIONS OF OUTCOMES
Please see results for Activity 2016–2.

ACTIVITY 2012–3

Activity 2012–3, Rent Simplification for family households, was approved and implemented in 2012. All elements of this activity were incorporated into Activity 2016–1.

a. YEAR APPROVED

2012

b. YEAR IMPLEMENTED (IF APPLICABLE)

2012

c. YEAR ACTIVITY CLOSED

2016

d. FINAL OUTCOME AND LESSONS LEARNED

Activity was incorporated into 2016–1.

e. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES

Please see results for Activity 2016–1.

f. YEARLY OUTCOMES

Please see results for Activity 2016–1.

g. ADDITIONAL EXPLANATIONS OF OUTCOMES

Please see results for Activity 2016–1.

ACTIVITY 2012–7

MTW Activity 2012 – 7, Implement a Landlord Self–Certification System for HQS Inspections in the Voucher Program, was never implemented. The activity was re–written and approved in the 2013 MTW Annual Plan under Activity 2013 – 1. This activity allows the inspection cycle to follow the recertification schedule.

a. YEAR APPROVED

2012

b. YEAR IMPLEMENTED (IF APPLICABLE)

This activity was never implemented.

c. YEAR ACTIVITY CLOSED

2012

d. FINAL OUTCOME AND LESSONS LEARNED

N/A

e. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES

N/A

f. YEARLY OUTCOMES

N/A

g. ADDITIONAL EXPLANATIONS OF OUTCOMES

N/A

ACTIVITY 2014–1

MTW Activity 2014 – 1, Rent Reform for Housing Choice Work-able Families was implemented in 2014, and amended under Activity 2016–1. All aspects of the original activity were included in the 2016 Activity.

a. YEAR APPROVED

2014

b. YEAR IMPLEMENTED (IF APPLICABLE)

2014

c. YEAR ACTIVITY CLOSED

2016

d. FINAL OUTCOME AND LESSONS LEARNED

Activity was incorporated into 2016–1.

e. **POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES**

Please see results for Activity 2016–1.

f. **YEARLY OUTCOMES**

Please see results for Activity 2016–1.

g. **ADDITIONAL EXPLANATIONS OF OUTCOMES**

Please see results for Activity 2016–1.

ACTIVITY 2014–2

MTW Activity 2014–2: Rent Reform for Public Housing Work-able Families was not implemented, nor will it be. With the conversion of six of the eight public housing sites under Section 18 disposition or RAD in 2015, the households in the converted sites were transitioned to the voucher program. This activity was not implemented for the remaining public housing units.

a. **YEAR APPROVED**

2014

b. **YEAR IMPLEMENTED (IF APPLICABLE)**

This activity was never implemented.

c. **YEAR ACTIVITY CLOSED**

N/A

d. **FINAL OUTCOME AND LESSONS LEARNED**

N/A

e. **POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES**

N/A

f. **YEARLY OUTCOMES**

N/A

g. ADDITIONAL EXPLANATIONS OF OUTCOMES

N/A

ACTIVITY 2014–3

MTW Activity 2014 – 3, Rent Reform for elderly and disabled households was amended under Activity 2014–3. Further changes were made to the rent reform in 2016 and all aspects of this activity were incorporated into Activity 2016–2.

a. YEAR APPROVED

2014

b. YEAR IMPLEMENTED (IF APPLICABLE)

2014

c. YEAR ACTIVITY CLOSED

2016

d. FINAL OUTCOME AND LESSONS LEARNED

Activity was incorporated into 2016–2.

e. POTENTIAL BENEFITS OUTSIDE OF CURRENT MTW FLEXIBILITIES

Please see results for Activity 2016–2.

f. YEARLY OUTCOMES

Please see results for Activity 2016–2.

g. ADDITIONAL EXPLANATIONS OF OUTCOMES

Please see results for Activity 2016–2.

V. SOURCES AND USES OF FUNDS

A. ACTUAL SOURCES AND USES OF MTW FUNDING FOR THE FISCAL YEAR

Please see tables on following pages.

B. LOCAL ASSET MANAGEMENT PLAN

Please see tables on following pages.

Annual MTW Report

A. MTW Report: Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system

Describe the Activities that Used Only MTW Single Fund Flexibility

Activity 2013-4 allows for use of Replacement Housing Factor Funds for other affordable housing. Activity 2015-1 allows for MTW funds to be used on other local, non-traditional affordable housing.

B. MTW Report: 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)?

or

No

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

Has the PHA provided a LAMP in the appendix?

or

N/A

C. MTW Report: Commitment of Unspent Funds

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed Funds
N/A	None as of 12/31/2015	0	0
Total Obligated or Committed Funds:		0	0

N/A

Note: Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.

VI. ADMINISTRATIVE

A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTIONS THAT REQUIRE AGENCY ACTION

Due to budgetary constraints, BHP was not one of the MTW sites visited by the MTW HUD Office in 2016. No HUD reviews, audits or physical inspections have been conducted.

B. RESULTS OF LATEST AGENCY-DIRECTED EVALUATIONS

BHP worked in partnership with the University of Colorado (CU) to develop the rent controlled study to evaluate the effects of the flat tier rent reform structure that was implemented in 2014. The baseline survey was administered at the time of mass recertification for the Housing Choice Voucher Program work-able households, and in the early summer for the Public Housing work-able households. The 2014 Baseline Survey of Work-able Households in the Public Housing and Housing Choice Voucher Programs was included in the 2014 Annual Report. The survey was given to all Public Housing households in the summer of 2015 to coincide with the conversion of 85% of the public housing units. The results of this report were shared in the 2015 MTW Annual Report. The report that begins on the next page details the results of the 2016 MTW Survey that was administered at the time of recertification for the Housing Choice Voucher Program work-able households.

C. CERTIFICATION THAT AGENCY HAS MET THE THREE STATUTORY REQUIREMENTS

Boulder Housing Partners hereby certifies that the three statutory requirements below have been met:

- assuring that at least 75 percent of the families assisted by the Agency are very low-income families;
- 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
- maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration

REPORT ON THE 2016 SURVEY OF WORK-ABLE HOUSING CHOICE HOUSEHOLDS

IN

BOULDER HOUSING PARTNERS' MOVING TO WORK PROGRAM

Prepared for Boulder Housing Partners by:

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University of Colorado, Boulder

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February 7, 2017



REPORT ON THE 2016 SURVEY OF WORK-ABLE HOUSING CHOICE HOUSEHOLDS

IN BOULDER HOUSING PARTNERS' MOVING TO WORK PROGRAM

Contents:

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REPORT ON THE 2016 SURVEY OF WORK-ABLE HOUSING CHOICE HOUSEHOLDS IN BOULDER HOUSING PARTNERS' MOVING TO WORK PROGRAM

1. Background: 2014 baseline survey of work-able housing choice households¹

As part of its evaluation of its Moving To Work (MTW) program, Boulder Housing Partners (BHP) is collaborating with the Center for Community Engagement at the University of Colorado. The Center, which has extensive experience in evaluation and assessment, advised BHP on the research design in which eligible households will be compared with themselves through data collected at annual intervals over an extended period. In spring and summer of 2014, BHP gathered baseline data that are a reference point for future years.

The baseline data were collected through a self-administered survey. Development of the survey questionnaire involved extensive input from BHP staff, focus groups with residents (conducted separately in English and Spanish), and a pilot that resulted in final revision of the instrument.

The baseline survey was distributed in April 2014 to all work-able Housing Choice (HC) households, in English as well as Spanish, as part of the recertification process. After two follow-up requests, the final response rate was 98%.

¹ An identical survey was conducted among work-able site-based public housing households. The results for this survey, and a follow-up survey carried out in 2015, were previously presented in separate reports.

The questionnaire was completed by the head of household, taking 20-30 minutes. The questions aimed to establish how respondents place themselves or their households on a self-sufficiency scale in ten domains: housing, employment, income, food, transportation, child care, support networks, legal matters, health, and education.

Other questions asked about barriers that hinder households' progress in each self-sufficiency domain related to, for example, income, skills, child care, and transportation. In addition, respondents were asked to provide some household background information (e.g., primary language, health insurance coverage).

In the baseline survey, 47% identified with Hispanic/Latino. Relatedly, English was the primary language spoken at home for 68%. Additional data from BHP files also showed that 25% of the HC households had at least one member of the family who was not legally eligible to receive housing assistance. These percentages remained virtually unchanged in 2016.

This report presents results from the follow-up survey of work-able HC households, conducted in 2016, two years after the baseline survey. It also compares key findings from the 2016 survey with findings from the 2014 baseline survey. In addition, this report includes select comparisons of *new* BHP work-able HC-households (who moved in after the 2014 survey), work-able HC households that moved out *before* the 2016 survey but completed the 2014 survey; and the core group of continuing work-able HC households who completed *both* the 2014 and the 2016 survey. Finally, this report also includes comparisons of self-sufficiency changes in HC households and PH households. Although there exist significant demographic and socio-economic differences between these two groups, these comparisons point up several noteworthy findings. This report ends with observations intended to help inform discussion of possible interventions and program development directions. It does not aim to be exhaustive. The full frequency distributions of responses to the survey questions are available upon request.

2. Evaluation of BHP's MTW-Program: Year Two²

The limited number of work-able BHP households in both HC and public housing (PH) prevent a research design in which one would compare households in a “control group” with households in a “treatment group,” targeted by interventions intended to increase their self-sufficiency. Therefore, the BHP evaluation compares households with themselves over time in order to ascertain whether changes take place, and if so, which ones and how any observed changes may be linked to interventions that have happened in the interim. To this end, BHP conducts annual data collection on all its work-able households. This periodic gathering of household information makes it possible to monitor resident experiences and make programmatic adjustments to promote resident self-sufficiency and support vulnerable residents in particular.

As in 2014, for reasons of administrative efficiency and to maximize the response rate, the 2016 survey was integrated with the recertification process. This linkage again proved to be very effective: *the response rate rose from an already very high 93% in the 2014 survey to 98% in 2016*. Because 18 households moved off the program, the absolute number of households participating in the survey changed slightly from 258 to 256 of whom 181 participated in both surveys (see Table 1).

² See explanatory note at the end of this report.

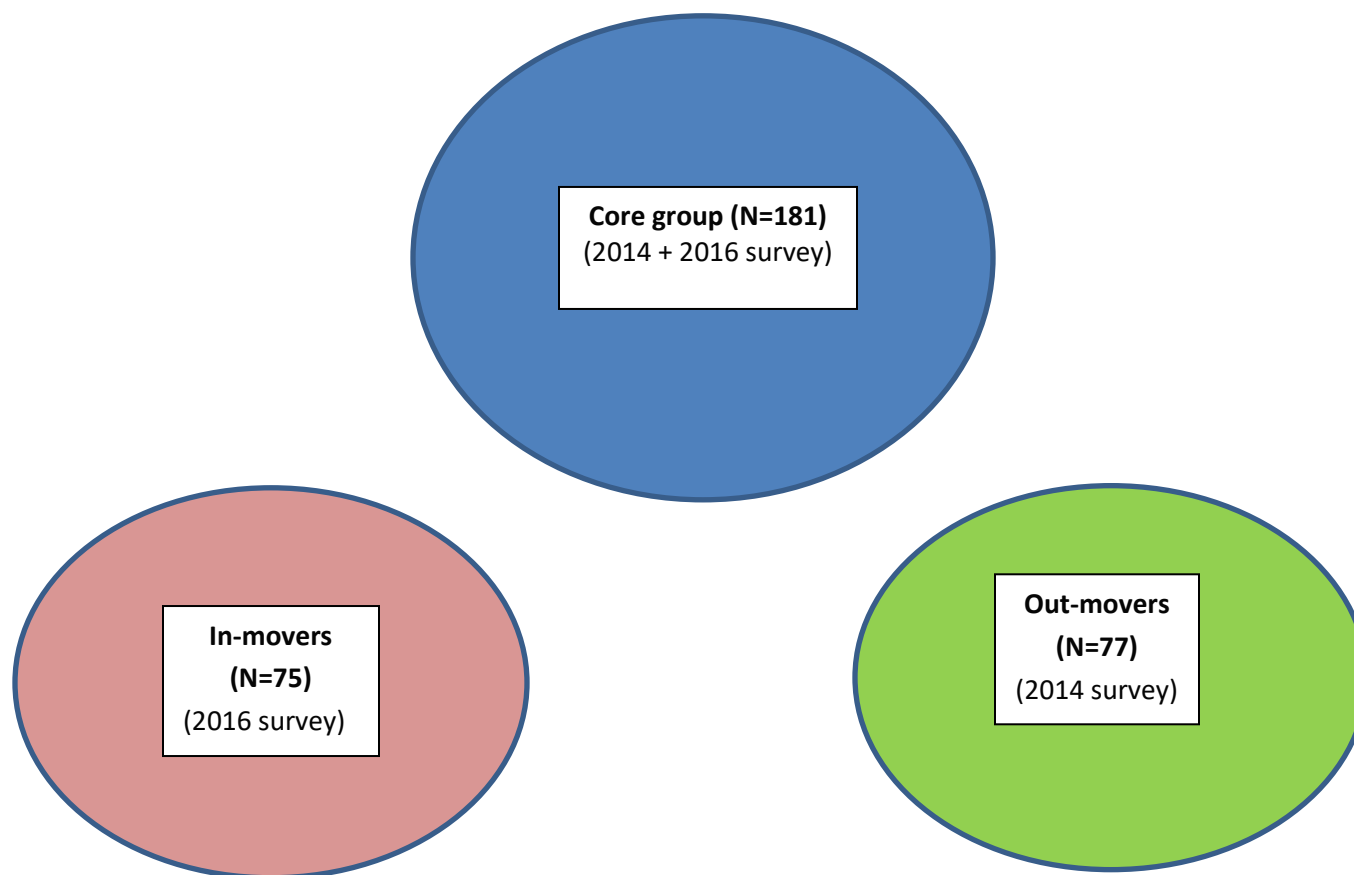
Table 1 – Participation by Work-able HC Households in the 2014 and 2016 Surveys

	2014	2016
HC households in BHP administrative data set (N)	278	262 ³
HC households participating in survey (N)	258	256 ⁴
Survey response rate	93%	98%
HC households participating in <u>both</u> 2014 <u>and</u> 2016 survey (N)	181	
HC households that moved <u>out</u> after 2014 survey (attrition) (N)	77	
HC households that moved <u>in</u> after 2014 survey (N)		75

³ The questionnaire went out to 280 households who began the recertification process. BHP ended up only processing 262, as the remaining 18 went off the program.

⁴ A total of 258 questionnaires were returned, but two of them were excluded from analyses because not a single question was answered.

Figure 1 – Three groups of work-able HC households included in this report



This report examines outcomes for:

1. *All of the HC households surveyed in 2014 and all of the HC households surveyed in 2016, thus comparing total HC household populations in each year with each other;*
2. *The HC Core Group in 2014 compared with HC Core Group in 2016;*
3. *The HC Core Group compared with HC Out-Movers;*
4. *The HC Core Group compared with HC In-Movers;*
5. *The HC Core Group compared with the PH Core Group;*
6. *The HC In-Movers compared with the PH In-movers; and*
7. *The HC Out-Movers compared with the PH Out-Movers.*

Clarification of terms:

- Core Group = Continuing households who participated in the 2014 *and* the 2016 survey.
- Out-Movers = Households who completed the *first* survey, but moved out *before* the second survey.
- In-Movers = Households that completed the second survey, but moved in *after* the first survey.

3. Comparison of household characteristics: 2014 and 2016

Using BHP administrative data on work-able HC households, it is possible to compare the aggregate profile of these households in 2014 and 2016. Overall, with two notable exceptions, the changes are negligible. The proportions are virtually identical for households living in units with 3 or more bedrooms, having 5 or more members, headed by women, identifying as Latino, and having ineligible non-citizen members (Figure 2, below). So is median age of the household head: 39 in 2014 and 40 in 2016 (Figure 3). The two factors that do show significant change are *income* and *rent level*. From 2014 to 2016, median annual income rose from \$14,351 to \$19,670, an increase of 37%. During this same period, median monthly rent rose from \$269 to \$460, an increase of 71%. According to these figures, the rent burden rose from 22% in 2014 to 28% in 2016.

Figure 2 – Comparison of HC Household Characteristics: 2014 and 2016

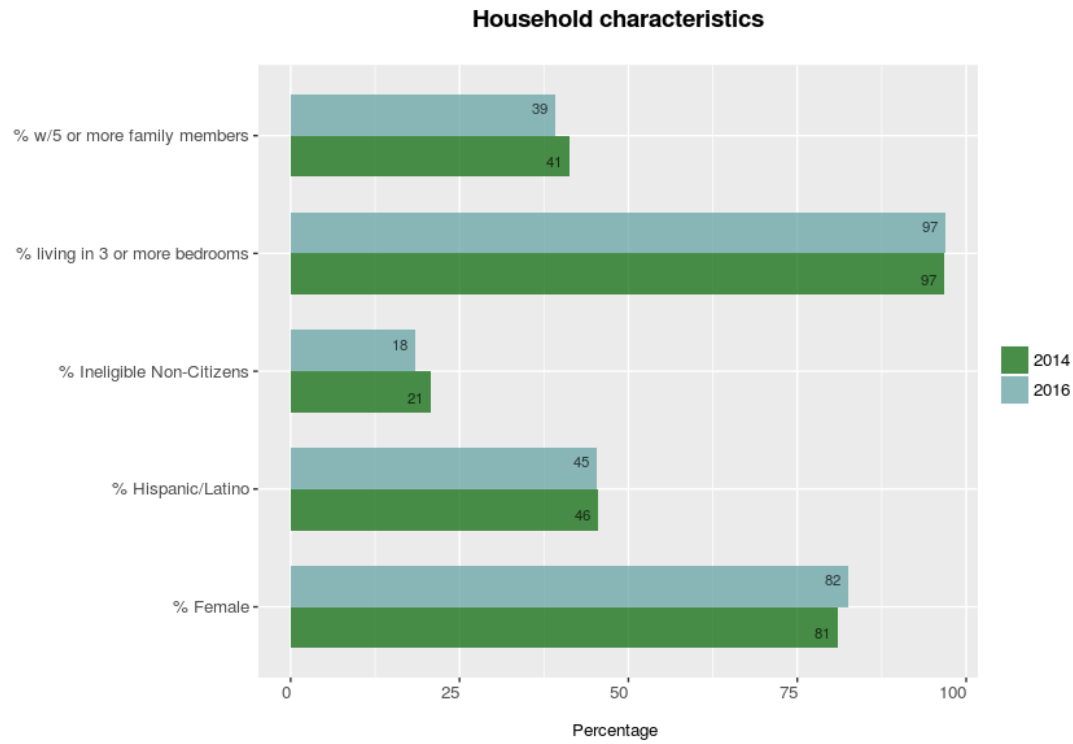
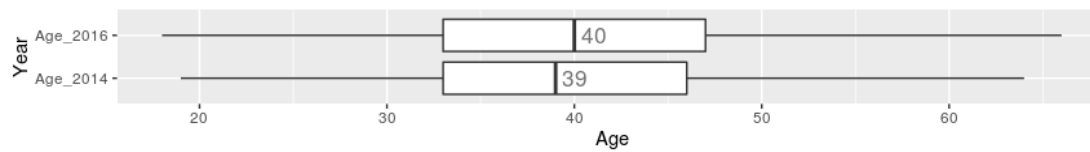


Figure 3 – Age Head of Household: 2014 and 2016



4. Survey Results

4.1. Comparison of 2014 and 2016 HC Populations⁵

The HC population surveyed in 2014 included households that moved out *before* the 2016 survey (attrition) while the HC population surveyed in 2016 includes work-able HC households who either moved in after the 2014 survey or who lived in BHP housing in 2014, but did not then participate in the survey (hence for these two groups no data exist that would allow comparison over time). In other words, the 2014 and 2016 populations for this aggregate comparison are not completely identical. However, the comparison is still valuable because it offers a picture of how the total work-able HC household population in each year was doing in each of the ten self-sufficiency domains.

The survey data give the impression that overall there is slight improvement in household self-sufficiency levels from 2014 to 2016, accompanied across the board by modest reductions in barriers to greater self-sufficiency. We see this apparent change most clearly in affordability- and income-related data. For example, “not having a paying job” as a barrier to housing decreased from 44% to 28%; a “tight job market” as a barrier to employment decreased from 50% to 41%. Likewise, the proportion of households saying they had run out of income at least once in the last three months declined from 72% to 65%. Fewer households also found it hard to pay for debts, food, utilities, child care, transportation and health care, and fewer of them received food stamps (69%, down from 81% in 2014). Similarly, fewer households mentioned the costs of gas (41% v. 63%) and bus fares (28% v. 41%) as barriers to transportation. These results make sense in light of the increase in median household income from \$ 14,351 to \$ 19,670.

⁵ This section summarizes and highlights survey findings selected for being noteworthy. Appendix A presents full frequency distributions for every variable and can be requested from BHP.

The largest change between 2014 and 2016 was the jump in the proportion of households stating that “quality of child care” was *not* a barrier for child care needs (70%, up from 23% in 2014). The survey data provide no insight into the reason(s) for this change, which is possibly explained by changes in child care provision policy that occurred at the state level during this period.

As noted, the findings presented above, pertain to the *total* HC populations in 2014 and 2016. In other words, *the above findings compare household aggregates, rather than individual households*. The following section presents results for only continuing households that completed the survey in both 2014 and 2016. It enables comparisons that track changes in the self-sufficiency of *individual* households during this two-year period.

4.2. The HC Core Group in 2014 and 2014

Table 2 highlights selected characteristics of the Core Group of work-able HC households who participated in both the 2014 and the 2016 survey. Just as with the aggregate work-able HC population, not surprisingly, the data show that during this two-year period not much has changed for the continuing HC Core Group either. However, *there is a very significant change in median income*, which jumped from \$16,952 to \$24,125. Understandably, this rise in income is reflected in the smaller proportion of households who say that not having a job is a barrier to housing self-sufficiency (down from 44% to 31%) and fewer of them finding it hard to pay for health insurance (down from 15% to 6%). We also see a decrease in the proportion of households assessing their immigration status as vulnerable or urgent (down from 46% to 38%).

Table 2 – Comparison of Core Group of HC Households in 2014 and 2016: Selected Findings

	HC Core group in 2014	HC Core group in 2016
Median age head of household	39	40
Health is barrier to housing SS	35%	41%
Health is barrier to employment	27%	31%
Very or somewhat difficult to pay for health insurance	15%	7%
Personal or family member's health is barrier to transportation	29%	37%
Rates current health as poor or quite poor	14%	18%
Assesses health situation as urgent or vulnerable	26%	24%
No job is barrier to housing SS	44%	31%
Lack of education/skills is barrier to job	51%	45%
Assesses job situation as urgent or vulnerable	26%	30%
Immigration status is barrier to job	17%	17%

Immigration status is barrier to advancing education/skills	16%	13%
Assesses immigration status as urgent or vulnerable	46%	40%
Eligible citizen/non-citizen	78%	80%
Median annual income	\$16,848 ⁶ /\$17,155 ⁷	\$24,000 ⁸ / \$24,119 ⁹

4.3. HC Out-Movers and the Continuing HC Core Group

Combining data from the 2014 survey and the 2016 survey makes it possible to compare HC households that moved out after 2014 with HC households that stayed in the program at least through the 2016 survey. Table 3 shows this comparison for selected survey results. One finding that stands out is that noticeably larger proportions out-movers report health as a barrier to self-sufficiency in housing (47% v. 35%) and self-sufficiency in employment (42% v. 27%). Fewer of them mention immigration status as a barrier to a job (10% v. 17%). As to income, HC Out-Movers for whom data are available had somewhat higher incomes than HC Core Group households (\$18,935 v. \$17,155; see Table 3).

⁶ When including all households.

⁷ When excluding 8 households that reported zero income.

⁸ When including all households.

⁹ When excluding 3 households that reported zero income.

From these findings, it appears that HC households that moved out do not differ greatly from those that did not move out, with the notable exception of health being for them more often a barrier to housing and employment.

Table 3 - Comparison of HC Out-Movers and the Continuing HC Core Group: Selected Findings

	HC Households that moved out after 2014 survey (N=77)	HC Core group in 2014 (N= 181)
Median age head of household	39	39
Health is barrier to housing SS	47%	35%
Health is barrier to employment	42%	27%
Very or somewhat difficult to pay for health insurance	16%	15%
Personal or family member's health is barrier to transportation	26%	29%
Rates current health as poor or quite poor	16%	14%
Assesses health situation as urgent or vulnerable	25%	26%
No job is barrier to housing SS	43%	44%
Lack of education/skills is barrier to job	47%	51%
Assesses job situation as urgent or vulnerable	23%	26%

Immigration status is barrier to job	10%	17%
Immigration status is barrier to advancing education/skills	18%	16%
Assesses immigration status as urgent or vulnerable	43%	46%
Eligible citizen/non-citizen	80%	78%
Median annual income	\$10,346 ¹⁰ /\$18,935 ¹¹	\$16,848 ¹² /\$17,155 ¹³

4.4. HC In-Movers and the Continuing HC Core Group

While the HC Core Group households are remarkably similar to the HC Out-Movers, they differ on many variables from new HC households, the In-Movers. Table 4 highlights these differences. The In-Movers do better on several health indicators and across the board report fewer times barriers to self-sufficiency in housing, employment, and education. As one would expect, the median head of household age is also a few years younger for In-Movers. The impression given by these findings indicate a relatively more positive profile for the In-Movers. Future years will tell whether these differences will translate into greater advances towards higher levels of self-sufficiency.

¹⁰ When including households with zero reported income.

¹¹ When excluding households with zero reported income.

¹² When including all households.

¹³ When excluding 8 households that reported zero income.

Table 4 - Comparison of HC In-Movers and the Continuing HC Core Group: Selected Findings

	HC Households that moved in after the 2014 survey (N=75)	HC Core group in 2016 (N=181)
Median age head of household	37	40
Health is barrier to housing SS	15%	41%
Health is barrier to employment	7%	31%
Very or somewhat difficult to pay for health insurance	8%	7%
Personal or family member's health is barrier to transportation	4%	37%
Rates current health as poor or quite poor	10%	18%
Assesses health situation as urgent or vulnerable	12%	24%
No job is barrier to housing SS	21%	31%
Lack of education/skills is barrier to job	33%	45%
Assesses job situation as urgent or vulnerable	26%	30%

Immigration status is barrier to job	10%	17%
Immigration status is barrier to advancing education/skills	8%	13%
Assesses immigration status as urgent or vulnerable	29%	40%
Eligible citizen/non-citizen	88%	80%
Median annual income	\$25,528	\$24,000

4.5. The HC Core Group Compared with the PH Core Group

A comparison of continuing HC Core Group households with continuing PH Core Group households points up a number of differences. As noted, these two populations have very different profiles. When compared on several survey findings, neither group is consistently doing better than the other.

As Table 5 shows, the HC Core Group less often has difficulty in paying for health insurance, and immigration status is much less often a barrier to getting a job or advancing one's education. Their citizenship status is much less often problematic and their income is also slightly higher. On the other hand, PH households appear to enjoy better health according to several indicators, they mention lack of education less frequently as a barrier to employment, and they assess their job situation less often as vulnerable or urgent (Table 5).

Table 5 - Comparison of the HC Core Group and the PH Core Group: Selected Findings

	PH Core group in 2015 (N=71)	HC Core group in 2016 (N=181)
Median age head of household	39	40
Health is barrier to housing SS	15%	41%
Health is barrier to employment	10%	31%
Very or somewhat difficult to pay for health insurance	30%	6%
Personal or family member's health is barrier to transportation	4%	36%
Rates current health as poor or quite poor	15%	18%
Assesses health situation as urgent or vulnerable	20%	24%
No job is barrier to housing SS	32%	31%
Lack of education/skills is barrier to job	10%	46%
Assesses job situation as urgent or vulnerable	13%	29%
Immigration status is barrier to job	44%	17%

Immigration status is barrier to advancing education /skills	51%	13%
Assesses immigration status as urgent or vulnerable	31%	38%
Eligible citizen/non-citizen	16%	79%
Median annual income	\$22,880	\$24,000

4.6. HC In-Movers Compared with PH In-movers

The small number of PH In-Movers (N=10) makes it difficult to make a comparison with HC In-Movers (N=71). When compared with this caveat in mind, the data suggest a more positive profile for the PH In-Movers with the exception of immigration and citizenship status (Table 6).

Table 6 - Comparison of HC In-Movers and PH In-Movers: Selected Findings

	PH Households that moved in after 2014 survey (N=10)	HC Households that moved in after 2014 survey (N=75)
Median age head of household	32	35
Health is barrier to housing SS	10%	14%
Health is barrier to employment	0%	5%
Very or somewhat difficult to pay for health insurance	10%	9%

Personal or family member's health is barrier to transportation	0%	4%
Rates current health as poor or quite poor	0%	10%
Assesses health situation as urgent or vulnerable	0%	10%
No job is barrier to housing SS	20%	21%
Lack of education/skills is barrier to job	0%	29%
Assesses job situation as urgent or vulnerable	0%	28%
Immigration status is barrier to job	0%	9%
Immigration status is barrier to advancing education/skills	20%	8%
Assesses immigration status as urgent or vulnerable	10%	33%
Eligible citizen/non-citizen	70%	89%
Median annual income	\$22,920	\$25,528

4.7. HC Out-Movers Compared with PH Out-Movers

Table 7 presents perhaps the most interesting comparison in this report. It compares HC households that moved out after the 2014 survey with their counterparts in PH. On virtually every indicator of self-sufficiency and virtually every barrier, the HC households have more negative scores. For example, health is more often a barrier to self-sufficiency in housing, employment, and

transportation, and HC Out-Movers more often assess their health situation as vulnerable or urgent. Lack of education and skills is more often a barrier to employment. Not having a job is more often a barrier to housing self-sufficiency and, as one would expect in light of these findings, they assess their employment situation more often as vulnerable or urgent. The list goes on. The differences are striking (Table 7, below). These findings suggest that whereas HC Out-Movers are largely similar to the HC Core Group (perhaps slightly worse off), in comparison, the PH Out-Movers appear to represent a positive selection, scoring better than both the PH Core Group (not shown here) as well as the HC Out-Movers.

Table 7 - Comparison of HC Out-Movers and PH Out-Movers: Selected Findings

	HC Households that moved out after the 2014 survey (N=77)	PH Households that moved out after the 2014 survey (N=24)
Median age head of household	41	39
Health is barrier to housing SS	47%	4%
Health is barrier to employment	42%	8%
Very or somewhat difficult to pay for health insurance	16%	8%
Personal or family member's health is barrier to transportation	26%	4%
Rates current health as poor or quite poor	16%	17%
Assesses health situation as urgent or vulnerable	26%	8%
No job is barrier to housing SS	43%	25%

Lack of education/skills is barrier to job	47%	8%
Assesses job situation as urgent or vulnerable	23%	4%
Immigration status is barrier to job	10%	13%
Immigration status is barrier to advancing education/skills	19%	8%
Assesses immigration status as urgent or vulnerable	43%	13%
Eligible citizen/non-citizen	82%	38%
Median annual income	\$10,346 ¹⁴ /\$18,935 ¹⁵	\$21,780

5. Changes in Self-Sufficiency, Barriers and Self-Assessment

Since households were asked identical questions in 2014 and 2016 about barriers they faced towards greater self-sufficiency, it is possible to assess progress made by individual households. Table 8 summarizes these analyses for nine areas. This table shows, in each of the self-sufficiency domains, the proportion of HC households that in the past two years made progress in removing one or more barriers they had listed in 2014. For example, 92% of the 63 households that in 2014 listed barriers to child-care self-sufficiency reported in 2016 progress in removing one or more of those same barriers. In each of the nine self-sufficiency domains, at least one-half of HC households reported progress in dealing with barriers they reported in 2014 (Table 8).

¹⁴ When including 27 households who reported zero income.

¹⁵ When excluding 27 households who reported zero income.

The residual proportion on each row in Table 8 comprises those HC households who again listed in 2016 the same barriers that they listed in 2014. For example, $(100 - 77 =) 23\%$ of 162 households reported no progress in removing employment-related barriers that they had listed in 2014.

Table 8 – Progress Towards Self-Sufficiency on Barriers that HC Households Reported in 2014

Self-Sufficiency Domain ¹⁶	% reporting progress in 2016	N
Child care	92	63
Transportation	83	72
Employment	77	162
Income	69	13
Support networks	65	125
Legal	64	22
Housing	59	172
Education	58	165
Food	50	62

¹⁶ Domains are shown in descending order of the amount of progress made.

Table 8 does not speak to possible *new* barriers, listed in 2016 but not first listed in 2014. This information is shown in Table 9, below. This table shows, in each domain, the proportion of HC households that listed *fewer* barriers in 2016 than they did in 2014 (= positive change), *more* barriers in 2016 than in 2014 (= negative change), or the *same* number of barriers in both years (= no change). The greatest positive net change was for child care (25%) followed by income (20%). In education, food, housing and legal matters, more households reported an increase the number of barriers than households that saw a decrease.

Table 9 also includes the average number of barriers listed in 2014 and 2016. These averages can be compared across years but not across domains because different domains have different numbers of barriers associated with them in the questionnaire.

Table 9 - Changes in the Number of Barriers that HC Households Listed (2014-2016)

Self-Sufficiency Domain ¹⁷	Positive change (%)	Negative change (%)	Difference +/-	No change (%)	N	Average # of barriers in 2014	Average # of barriers in 2016
Child Care	42	18	25	40	114	0.9	0.4
Income	47	27	20	27	15	2.7	2.9
Employment	39	34	4	27	180	3.0	2.9
Support networks	34	30	3	36	178	2.0	1.9
Transportation	36	34	2	30	128	1.7	1.5
Education	37	40	-3	23	179	3.5	3.5
Food	25	35	-11	40	122	0.6	0.8
Housing	31	44	-13	25	181	4.3	4.6
Legal	17	39	-22	43	76	0.4	0.7

Finally, Table 10, below, shows changes in how work-able HC households assessed their self-sufficiency in these same nine self-sufficiency areas. Positive change means progressing on the self-sufficiency scale, e.g., any change in the direction of “thriving.”

¹⁷ Domains are shown in descending order of the size of the +/- difference. Rows can be re-sorted in order of largest positive or largest negative change.

Negative change means regressing on the self-sufficiency scale, i.e., any change in the direction of “urgent.” The largest net positive change is in child care, followed by housing, employment and transportation. At the other end of the spectrum, assessment of self-sufficiency in legal and educational domains shows net declines. Table 10 also indicates that large numbers of HC households reveal no changes in how they assess their self-sufficiency in 2016 as compared to 2014.

Table 10 - Changes in How Work-able HC Households Assessed Their Self-Sufficiency (2014 - 2016)

Self-Sufficiency Domain ¹⁸	Positive change (%)	Negative change (%)	Difference +/-	No change (%)	N
Child Care	61	33	28	5	57
Housing	31	18	13	51	167
Employment	40	28	12	32	162
Transportation	37	25	12	37	59
Support networks	34	30	4	36	163
Income	40	40	0	20	15
Food	17	17	0	65	46
Education	31	35	-4	35	168
Legal	18	23	-5	59	22

¹⁸ Domains are shown in descending order of the size of the +/- difference. Rows can be re-sorted in order of largest positive or largest negative change.

6. Conclusion

Having data now for work-able HC households from its 2014 baseline survey as well as its first follow-up survey in 2016, BHP has the beginnings of information to examine whether and where these households are progressing towards greater self-sufficiency. Findings presented in this report start to show some of these changes. They also reveal differences *within* the work-able HC population when distinguishing between households that moved out, households that moved in, and households that were in the program throughout the 2014-2016 period. In addition, this report includes several comparisons with work-able households residing in BHP site-based public housing. The following findings stand out¹⁹:

1. The survey response rate remains extremely high, rising from 93% in 2014 to 98% in 2016. In other words, there is no segment of the HC population that is not represented in the survey. Linking the survey into recertification is highly effective.
2. Administrative data show virtually identical HC household profiles in 2014 and 2016. Major exceptions: median income and rent level both rose significantly.
3. When comparing total work-able populations in 2014 and 2016, the data:
 - a. suggest slight overall improvement in household self-sufficiency, accompanied by modest reductions in barriers to greater self-sufficiency.
 - b. Show that by far the largest change is the increase in households stating that “quality of child care” is not a barrier for child care needs, a change possibly explained by state-level developments.
4. For the HC Core Group, median income rose significantly from 2014 to 2016, from \$14,351 to \$19,670. However, median rent also went up, from \$269 to \$460, with the rent burden changing from 22% to 28%. Between 2014 and 2016, under its MTW program, BHP implemented a rent reform that allowed households to keep all income increases within a two-year

¹⁹ See the preceding sections for more details.

window without triggering rent increases. This reform may have incentivized households to work more hours or pursue higher paying jobs. Examination of additional data is necessary to determine the ways and extent that the rent reform has been a contributing factor behind the income increase seen for work-able HC households.²⁰

5. When comparing the continuing HC Core Group in 2014 and with the continuing HC Core Group in 2016, we see that little has changed, the notable exception being the relatively large income increase.
6. When comparing the continuing HC Core Group in 2014 with HC Out-Movers, we again see few differences, except for health-related issues which were more often a barrier to housing and employment for Out-Movers.
7. When comparing the HC Core Group with HC In-Movers, the findings show that the In-Movers do better on several health-related indicators and report fewer times barriers to self-sufficiency in housing, employment and education, that is, newcomers appear to have a more favorable profile than old-timers.
8. In a comparison of the HC Core Group and the PH Core Group, the findings show that each group does better than the other on some indicators and worse on others. This result is not surprising, given the different profiles of these two populations.
9. The small number of PH In-Movers makes a comparison with HC In-Movers difficult, but the findings suggest a more positive profile for the former, with the exception of immigration and citizenship status.
10. Compared with findings for PH Out-Movers, the barrier and self-sufficiency indicators for HC Out-Movers are consistently less favorable, but HC Out-Movers for whom data are available had somewhat higher incomes than HC Core Group households.
11. While HC Out-Movers are very similar to the HC Core Group, in contrast, the PH Out-Movers have a more positive profile than the PH Core Group (and more than the HC Out-Movers). This finding suggests selective out-migration for PH households, but not for HC households.

²⁰ Among other factors in play is a more favorable economic environment and job market, likely reflected also in income increases seen during this same time for PH households who were not covered by the rent reform.

12. In all self-sufficiency domains, at least 50% of HC Core Group households showed progress in dealing with one or more barriers they reported in 2014. Progress was greatest in the areas of child care, transportation, and employment; it was least in housing, education and food.
13. Compared with 2014, HC Core Group households reported an increase in barriers to self-sufficiency in education, food, housing and legal matters. In all other areas, more households reported a net reduction in the number of barriers, particularly in child care and income.
14. Changes in how HC Core Group households themselves assess their self-sufficiency show the most positive development for child care, followed by housing, employment and transportation. In education and legal matters households were less sanguine in their assessments. These findings are consistent with results obtained with different questions, referenced under #12 above.

Notes

1. Throughout this report, HC refers to Housing Choice.
2. The percentages shown in graphs and tables were calculated in each case as a proportion of the number of household heads answering a particular question (N). The number of survey participants not responding to particular questions ranges widely, with sensitive questions about legal matters having the highest non-response rates.