



**DELAWARE STATE HOUSING AUTHORITY**

# **MOVING TO WORK ANNUAL REPORT FY 2020**

**Submission Date: September 28, 2020**

# **MOVING TO WORK FY2020 ANNUAL REPORT**

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## **1.0 INTRODUCTION**

This document serves as the Delaware State Housing Authority's (DSHA) Moving To Work (MTW) Annual Report for FY2020, which starts July 1, 2019 and ends June 30, 2020. On April 8, 2008, DSHA adopted and signed an Amended and Restated MTW Agreement with the U.S. Department of Housing and Urban Development (HUD) that extended the program until June 30, 2018. On April 15, 2016, HUD extended the MTW agreements until 2028. This is a standardized agreement that HUD presented to all MTW agencies and allows DSHA to continue all current initiatives and retain the present funding allocation of the existing contract.

### **1.1 PROGRAMS COVERED IN THE MTW DEMONSTRATION AND INCLUDED IN THIS REPORT**

The DSHA MTW Demonstration includes the following programs:

- A. Low Rent Public Housing
- B. Housing Choice Vouchers
- C. Capital Fund Program
- D. Resident Homeownership Program

### **1.2 OVERVIEW AND GOALS OF MTW PROGRAM**

The three statutory objectives of the MTW Program continue to be A) to reduce costs and achieve greater cost effectiveness; B) to give incentives to families to obtain employment and become economically self-sufficient; and C) to increase housing choices for low-income families. Due to the cycle of the waiting list and preferences, DSHA's goal is to serve up to 500 families each year in the program. Upon review, DSHA identified an increase in the number of MTW exempt families, elderly and disabled, especially in the Housing Choice Voucher Program. During 2011, DSHA instituted changes to the resident selection process to help increase the total number of MTW participants. This includes limiting MTW exempt applicants to the first type of housing assistance available and applying time limits to market rent residents.

In the FY2012 MTW Annual Plan, DSHA expanded the MTW program from a five (5) year term limit and a Safety-Net Program, to a seven (7) year term limit, with two separate tiers of participants and the Safety-Net was eliminated. During the initial five (5) years of the program, residents will participate under MTW Tier I. Tier I participants will receive case management services with an emphasis on overcoming

barriers to self-sufficiency, education, financial literacy, and increasing their potential earning income and employability. During the final two (2) years of the program, residents will be under MTW Tier II. Tier II participants will continue to receive case management services, but with an emphasis on job placement and retention and becoming ready to move out of subsidized housing by year seven (7). A Hardship Panel was created to review cases that request housing assistance beyond year seven (7) due to extenuating circumstances and went into effect in August of 2012.

The goals and objectives under the DSHA MTW Program are outlined as follows:

- A. To reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs as indicated below:
  - 1. Combine the waiting lists for PH and Housing Choice Voucher Program with preferences consistent between the two programs.
  - 2. Increase the residents' share of the total tenant payment to 35% of adjusted gross income.
  - 3. Time-limit housing assistance for MTW participants.
  - 4. During the actual time a family is housed, it may not apply for an alternative form of subsidy.
  - 5. Enhance the quality of life and standard of living for residents participating in MTW by assisting residents in the removal of barriers to self-sufficiency (obtain driver's license, purchase vehicle, and coordinate child care).
  - 6. Increase earned income of participating families enabling them to pay more towards their rent and requiring fewer subsidies.
- B. To give incentives to families who are employed or seeking employment and self-sufficiency with the following initiatives:
  - 1. Amend waiting list preferences to include working families.
  - 2. To make work pay, cap rent, with all funds over the cap up to the 35% limit placed in a savings account for the MTW participant.
  - 3. All MTW participants continuously participate in case management and are offered services and/or resource referrals including job training and

placement services, computer experience, educational opportunities and transportation stipends, as funds allow.

- C. To improve housing choices for our residents by offering or coordinating the following resources:
  - 1. Homeownership counseling and assistance.
  - 2. Budget counseling.
  - 4. Assistance obtaining a Low Income Housing Tax Credit Unit.
  - 5. MTW Savings Account as income increases.
  - 6. Counseling to repair credit problems.
  - 7. Financial Literacy Education.

### **1.3 STATUS OF MTW PROGRAM AND ACCOMPLISHMENTS TO DATE**

The accomplishments and status are cumulative from the date that the MTW Program started.

- A. Holly Square added to the PH stock on March 1, 2000.
- B. Certificate and Voucher Programs were combined into one Housing Choice Voucher Program.
- C. Rents were increased to 35% of adjusted income for all MTW participants.
- D. PH and Housing Choice Voucher Program waiting lists were combined.
- E. Working preference added.
- F. Case management services were established and contracts signed with two nonprofit counseling agencies for all Housing Choice Voucher Program MTW participants. All PH residents are assigned DSHA case managers at the time they enter the Program. Effective July 1, 2008, all case management is completed by DSHA Resident Service Staff.
- G. Report established to identify and monitor needs of the MTW participants.

- H. Agencies have been identified and contacts established that may provide services for unmet needs.
- I. All funds are block granted.
- J. MTW participants continue to be evaluated as they enter the program, and DSHA constantly networks with potential service providers and organizations to bring needed services to the participants and/or refer participants to services.
- K. Although DSHA's contract with NCALL has ended, we continue to provide referrals for credit repair, budget counseling, housing counseling and RHP homeownership counseling for PH MTW participants. The contract was completed in 2006 and services are available through local nonprofit organizations.
- L. DSHA completed an automated MTW case management system which tracks all statistical information for both PH and Housing Choice Voucher Program MTW participants. This system also includes an automated list that ensures timely compliance with quarterly reviews and completion of annual Resident Action Plans (RAP).
- M. DSHA amended the RAP to include a certification by MTW participants that they understand the requirement that they must be employed at least 20 hours per week earning no less than minimum wage, or in a training or educational program for at least 20 hours per week. (For residents moving in on or after July 1, 2007, requirements will be increased to 25 hours per week beginning with their third year in the MTW program and 30 hours per week for the fourth and any subsequent years in the MTW program.)
- N. DSHA has awarded 166 educational scholarships from the MTW budget since implementation.
- O. DSHA purchased an Adult Basic Education/GED computer program for each of its PH sites to assist residents working toward educational goals.
- P. Since MTW implementation in August 1999, 1,015 families have successfully completed the MTW Program. Three hundred and five (305) have purchased homes and 710 have either begun paying the full rent at their current unit or moved to another unit and paid the full rent. Though some of those families would undoubtedly have been successful without MTW, we feel that the majority became successful by taking advantage of the counseling and resident services made available through the program as well as the savings they accumulated while in the program. (See Tables 1 & 2)



- Q. DHSA created a time limit safety-net feature in FY2005. This was for families who have **not** been able to increase their incomes to the level where 40% of their monthly adjusted income equals or exceeds the lower of their Housing Choice Voucher Program gross rent or Voucher payment standard, or the fair market rent for their PH unit, are being transferred to safety-net status. Their total tenant payment would revert to 30% and they forfeited the money in their MTW savings account. The condition for the family to retain the rental subsidy is that they must maintain employment of at least 20 hours per week, be involved in a full-time educational program or a combination of both which equals at least 20 hours.

Families whose monthly-adjusted incomes are at or above the safety-net threshold are having their subsidy terminated. Housing Choice Voucher Program families will begin paying the full market rent to their current landlord, while Public Housing families are required to move out of the subsidized unit. All families who have remained in compliance with MTW requirements will be given the money in their savings accounts at this time. DSHA discontinued the safety-net feature effective September 1, 2011. DSHA integrated families previously in the Safety Net into the MTW program as Tier II participants. These existing residents were given one (1) year from the date of their next annual recertification to complete the revised MTW Tier II program. After the end of this 1 year period, the family stops receiving housing assistance. A participant may request that their case be reviewed by the Hardship Panel if they have extenuating circumstances supporting a continuation of housing assistance beyond the seven (7) year period.

By September 1, 2014, all of these previously integrated Safety Net families reached the end of their subsidy unless they were given a short-term extension by the Hardship Panel. DSHA had 3 remaining Safety Net families on Hardship Panel extensions but as of January 2015 their extensions had been exhausted. DSHA has no remaining Safety Net families utilizing subsidy and the component is closed out.

- R. Funds from the Housing Choice Voucher Program Reserves were used to provide security fencing at two of the PH sites. After discussions with local police, it was determined that fencing along the side and rear perimeters of the sites would be the most effective and efficient way to assist city police to control and deter crime at those two sites and include cameras at Clarks Corner, Liberty Court, and Burton Village.

- S. Effective September 1, 2014, DSHA implemented the 500 unit set-aside option previously approved by HUD in the FY2011 Annual Plan. DSHA did not implement the set-aside option in FY2012 or FY2013 because of the integration of Safety Net families into the MTW program in FY2012. The 500 unit set-aside option allows DSHA to increase the overall number of MTW participants and create greater turnover of the waiting list.
- T. During FY2016, DSHA completed the substantial renovation of Wexford Village, a 60 unit Low Income Housing Tax Credit (LIHTC) property, in Laurel, Delaware.

Renovations at Wexford Village Apartments were originally scheduled to begin in May/June 2013, but were delayed after bids for the construction came in significantly higher than anticipated. DSHA revised the scope of renovations and also obtain additional funding through the HOME Program to proceed with a moderate renovation plan. The project was rebid in November 2013 and work was started in April 2014. Renovations were fully completed as of April 2015 on schedule. The project based vouchers began utilization and the project was finished per the timeline above. DSHA had 21 households on the waiting list with only 20 PBV slots available.

Since Wexford Village was renovated with the use of some Federal HOME funds, we are not allowed to charge the Project Based Voucher residents 35%. DSHA can only have these residents pay 30% of their adjusted gross income towards rent. Because of this, Wexford Village MTW residents will not be contributing to any escrow account and DSHA policies regarding escrow are not applicable to them. Since DSHA still wants these residents to have the opportunity to grow self-sufficient through the MTW program, they will still participant in the MTW case management, financial literacy, etc. They just will not be contributing to an escrow account.

#### **1.4 LONG-TERM GOALS FOR THE CURRENT REPORT YEAR**

- A. The Delaware State Housing Authority (DSHA) was a successful applicant under the Rental Assistance Demonstration (RAD) for Liberty Court and (5) Scattered Sites. As a result, DSHA has converted to Project Based Vouchers at these sites under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. Liberty Court construction was completed in December 2018 and went to financial closing in November 2019.

DSHA previously applied for RAD at Mifflin Meadows, McLane Gardens, Peach Circle and Holly Square. Although a CHAP was issued, DSHA was not able to proceed through the closing process due to the timing of LIHTC Applications and financing. DSHA re-submitted a RAD Application in December 2018 for McLane Gardens, Peach Circle and Holly Square (combined) and will be submitting additional RAD applications during the next four (4) years for Clarks Corner and Lavery Lane, Mifflin Meadows, and finally Burton Village and Hickory Tree. A CHAP was issued for McLane Gardens, Peach Circle and Holly Square as of April 26, 2019, and will go to RAD Closing no later than June 1, 2020. Separate CHAP's was issued for Mifflin Meadows and Clarks Corner/Lavery Lane on May 14, 2019. These properties should go to RAD closing in FY2021-2022. In all cases, the properties are to be converted from Public housing to Project Based Vouchers with Low-Income Housing Tax Credits. DSHA also intends to apply for Section 18 Demolition/Disposition for the ten (1) remaining homeownership and rental program scattered sites during FY2020-2021. Proceeds for the Disposition will be used to financially assist with renovations and the conversion of the remaining Public Housing developments under the HUD RAD Program.

- B. DSHA's long-term vision for the MTW Program will be to expand and evolve current activities, specifically to increase the successful completion rate for MTW participants, encourage homeownership and to utilize operating efficiencies. DSHA will be looking at the following areas:

1. Create additional incentives to encourage MTW participants to meet self-sufficiency goals, overcome self-sufficiency barriers and move from assisted housing in less than five years.

- C. Due to Delaware's COVID State of Emergency beginning mid-March 2020, DSHA "froze" all residents at their current status (whether Tier I or Tier II) and issuance of strikes. It is DSHA's intent when Delaware moves into Phase 3 of the State of Emergency to "unfreeze" the resident status and strikes. In addition, DSHA intends to add at least 6 months onto the end date of each residents' Tier status.

**TABLE 1**

**Moving to Work Savings – Participants with Savings Accounts**

**Outputs as of June 30, 2020**

Program	Current Participants*	Total MTW Savings Accounts**	Average MTW Savings Balance
Public Housing	177	180	\$4418.29
Housing Choice Vouchers	209	201	\$5188.86
<b>Total</b>	<b>386</b>	<b>381</b>	<b>\$4836.60</b>

**TABLE 2**

**Moving to Work Successful Move-outs**

**Total Successful Move-outs since 1999 = 1,015**

**Outputs from 8/1/99 through 6/30/20:**

Program	Homeownership	Unsubsidized Rental
Public Housing	198	348
Housing Choice Vouchers	107	362
<b>Total</b>	<b>305</b>	<b>710</b>
<i>Percentage</i>	<i>30.00%</i>	<i>70.00 %</i>

## 1.5 RESIDENT PROGRAMS

From July 1999 to the date of this Report, DSHA has funded, partnered, obtained or coordinated annual and ongoing activities, events and programs to enhance the quality of life for our residents. One unit at two sites has been provided for activities due to space and scheduling conflicts in the community buildings at those sites.

- A. Holiday Parties - Each community has appropriate holiday celebrations in which the residents take the lead on planning and organizing the event.
- B. Computer access and instruction for youth and adults – DSHA provides computers with Internet access at all sites. The computer labs are monitored by volunteers from DSHA staff, outside agencies, GED instructors or other nonprofit organizations. DSHA purchased an assortment of educational software and board games (funded by Lightspan/Discover) for its sites. The games and software target youth and adults.
- C. Student Award Program for Honor Roll, Perfect Attendance and College Acceptance – Each year DSHA hosts a Student Award Luncheon to recognize students who make the extra effort to succeed. Winners receive a backpack filled with age-appropriate school supplies and are treated to lunch with DSHA’s Director and Management staff. A guest speaker is invited to address the group. This event has been very successful and a positive motivation for the students and parents at our sites.
- D. DSHA has signed MOUs with the Boys and Girls Club of Delaware to provide after-school programs, including pregnancy prevention, at one site. Youth from other sites have access to Boys and Girls Clubs located at facilities nearby. Funding is provided through grants from the Division of Public Health and the United Way.
- E. DSHA has signed an MOU with the University of Delaware to provide 4-H programs at five sites. Services include after-school homework assistance and recreation. DSHA is working with 4-H staff to develop programs for other sites.
- F. DSHA has awarded 166 Scholarships to MTW participants and expects to continue this service from MTW Budget funds.
- G. DSHA signed a Memorandum of Understanding with Sussex Tech to provide Adult Basic Education and GED classes for two communities.

- H. Children and Families First - Provides pregnancy testing, family planning material, STD testing, treatment and counseling; and also organizes resources for grandparents and relatives raising someone else's children. They currently offer support groups at two sites and are planning to offer Family Enrichment programs at 2-3 additional sites in the fall.
- I. Even Start - Offers parenting classes to families with children under the age of eight. Activities involve both parent and child(ren) at two sites.
- J. Child, Inc. - Provides one-on-one case management services upon request or referral and offers parenting classes.
- K. Consumer Credit Counseling provides financial counseling and assists with budgeting and establishing credit.
- L. Rental Assistance/Other financial assistance – Peoples Place II and First State Community Action Agency, Catholic Charities, Salvation Army, Casa San Francisco, State Service Centers and local churches.
- M. First State Community Action Agency - Provides limited financial assistance, administers the Summer Food Service Program for Sussex County sites and offers employment training at a center in Georgetown.
- N. Department of Labor - Provides all aspects of employment training, including assistance preparing resumes and applications and improving interviewing skills and workplace training. DSHA serves on the Workforce Investment Board for Delaware. This board administers the state's requirements and initiatives for employment and job training.
- O. Delaware Technical and Community College, Kent County Poly-Tech, Sussex Tech, Delaware State University - All institutions have various courses available for general education as well as specific job training. They require a minimum number of participants to come to DSHA sites, but individuals can go to the schools for classes. Many courses are free of charge, based on income, or have a small fee.
- P. DSHA has installed GED tutorial software at multiple sites. The program is used by instructors giving group instruction and by residents who study independently.
- Q. DSHA participates on the Interagency Council for Adult Literacy. This is a group from various agencies that are working to address literacy issues for Delaware.

The group meets regularly and continues to develop and coordinate adult literacy programs for DSHA residents.

- R. Since December 2012, DSHA Resident Service's section has published a quarterly newsletter for residents in our public housing communities. The newsletter provides residents with DSHA updates, recipes, crafts, community happenings and articles about various life skill topics.
- S. DSHA was awarded a 3-year ROSS Service Coordinator Grant to assist residents in our public housing communities not currently serviced by MTW case management. In FY2017, a part-time ROSS Service Coordinator was hired. The Service Coordinator will provide case management and service coordination for our senior population and teens (13-17 years old) at the following sites: Burton Village, Hickory Tree, Laverty Lane, Clarks Corner and Holly Square. This program ended in February 2020.

DSHA consistently evaluates both the individual families and communities to determine the services and programs that are needed. Additionally, all MTW families are reviewed and assessed quarterly for progress on their RAP. Each year at the recertification, the family prepares a RAP for the next year. These quarterly and annual reviews/contacts enable DSHA to make current, accurate plans and recommendations for appropriate services.

The statistics from the MTW Program are reviewed and evaluated regularly to determine trends, progress and compliance with the Program and to make recommendations for possible changes to MTW.

## **1.6 HOMEOWNERSHIP PROGRAMS**

MTW participants are able to take advantage of several DSHA Homeownership Programs as they move out of a rental situation and into their first home. The programs include first mortgage financing and down payment assistance at below-market interest rates for both low- and moderate-income borrowers.

DSHA implemented a Resident Homeownership Program (RHP) in 2004. This program allows qualified participants from either the Public Housing or Housing Choice Voucher program to use a Housing Choice Voucher subsidy toward the mortgage for up to 15 years on a first home. To date, four (4) families have successfully purchased homes in the program.

In FY2011, DSHA made changes to the RHP program to reduce the duration of the subsidy from the 15 year period (for non-disabled, non-elderly families), and revise the calculation formula used to determine the amount of voucher assistance. These changes provide a more

realistic program for the homeowner as they will be better prepared to assume all responsibility for the mortgage at the end of the subsidy period. Families that currently participate in the RHP program will be grandfathered under the existing subsidy calculation.

After FY2011, the Resident Homeownership Program (RHP) duration is seven (7) years. Those participants prior to FY 2011 are grandfathered in at the previous 15 year duration, except elderly/disabled who can receive assistance as long as they continue to qualify.

The subsidy calculation is as follows:

**Homeownership Assistance Payment:** Homeownership Assistance Payment (“HAP”) is the monthly amount paid to the lender by DSHA. The HAP check is issued to the participant as a co-payee with the master servicer. The HAP amount will be the monthly mortgage payment (including principal, interest, tax and insurance escrows) less the greater of:

The amount left after subtracting the applicable utility allowance, from a percentage of the monthly gross income of the family (30%-1<sup>st</sup>& 2<sup>nd</sup> years, 32%-3<sup>rd</sup>& 4<sup>th</sup> years 34%-the 5<sup>th</sup>& 6<sup>th</sup> years and 34% for the 7<sup>th</sup> year), or;

A percentage of the mortgage payment (including principal, interest, tax and insurance escrow), 40%-1<sup>st</sup>& 2<sup>nd</sup> years, 50%-3<sup>rd</sup>& 4<sup>th</sup> years, 60%-5<sup>th</sup>& 6<sup>th</sup> years and 70% during the 7<sup>th</sup> year.

**Total Family Payment (“TFP”):** is that portion the family must pay towards the actual mortgage amount. The TFP will be the greater of:

The amount left after subtracting the applicable utility allowance, from a percentage of the monthly gross income of the family (30%-1<sup>st</sup>& 2<sup>nd</sup> years, 32%-3<sup>rd</sup>& 4<sup>th</sup> years 34%-the 5<sup>th</sup>& 6<sup>th</sup> years and 34% for the 7<sup>th</sup> year), or;

A percentage of the mortgage payment (including principal, interest tax and insurance escrows), 40%-1<sup>st</sup>& 2<sup>nd</sup> years, 50%-3<sup>rd</sup>& 4<sup>th</sup> years, 60%-5<sup>th</sup>& 6<sup>th</sup> years and 70% during the 7<sup>th</sup> year.

DSHA MTW participants, who have established a savings account under the program, have access to those funds for homeownership. Participants must provide verification of moving into non-subsidized housing in order to be eligible for these funds.

Update on Program: Effective July 1, 2018, DSHA closed-out the Resident Homeownership Program (RHP).



As of the FY2019 Annual Plan submission, only six (6) families had participated in the program during the past thirteen (13) years, but only four (4) families were still in compliance and utilizing the RHP. The RHP program had only one new client during the past five (5) years. During the same 13-year period, 205 MTW participants used other first-time homeownership programs to move from the MTW program into homeownership. This includes DSHA's own first-time homeownership low-interest program, which offers lower interest rates, down payment assistance and tax credits, Habitat for Humanity homeownership programs in Kent and Sussex Counties, Milford Housing Corporation Self-Help Program, and FHA/VA Loans.

Since the RHP Program did not achieve the desired results for participation, and MTW participants are being better served by other homeownership programs offered by DSHA and other non-profit agencies in Delaware, DSHA proposed in the FY2019 Annual Plan to close-out the activity for future applications.

To close out the program, DSHA suspended the RHP program as of July 1, 2018. No new applications were accepted or processed as of this date, and the remaining four (4) participants will continue to receive RHP assistance until the end of their individual contracts. DSHA will continue to work with MTW participants, who are interested in homeownership, utilizing the programs listed above. In addition, MTW participants are also referred to the National Council on Agricultural Life & Labor Fund, Inc. (NCALL) for homeownership counseling and credit preparedness.

DSHA held two public hearings, one in Kent County and one in Sussex County, to solicit public comment on the proposed close-out of the RHP along. No comments or objections were received.

## **1.7 SECURITY**

As the Public Housing Drug Elimination Program is no longer available, DSHA is consistently seeking resources to continue security services. Security cameras have been installed and are operational at Public Housing sites. DSHA meets with all local law enforcement agencies to provide some security and to participate in site prevention activities. In addition, DSHA has a "One-Strike" Policy and, through reports received from the police, DSHA tracks arrests made on DSHA properties.

Through strong lease enforcement, DSHA is able to create a standard of pride and care that greatly inhibits drug and criminal activity.

DSHA uses funds from CFP to continue extra duty police security as needed. DSHA's Policy & Planning Section reviews federal, state and foundation requests for proposals that could assist with this need.

## **1.8        HARSHIP POLICY:**

### **A.    MTW PARTICIPANTS**

During FY2012, the time limit for the MTW program increased from five (5) to seven (7) years, with two levels of participation; MTW Tier I for the first five (5) years and MTW Tier II for the final two (2) years. The Safety-Net program was eliminated. After the seventh (7<sup>th</sup>) year of participation, the participant stops receiving housing assistance. A participant may request that their case be reviewed by a Hardship Panel if they have extenuating circumstances supporting a continuation of housing assistance beyond the seven (7) year period. The three (3) person Hardship Panel is comprised of one (1) DSHA staff member, one (1) non-DSHA member and one (1) member from another State agency or housing advocate organization. Requests to have cases reviewed by the Hardship panel must be made at least six (6) months prior to the end of participation in the MTW program during the seventh (7<sup>th</sup>) year. All recommendations made by the Hardship Panel will be forwarded to the Housing Management Program Administrator for review.

Extenuating circumstances that may be considered include:

- Health and/or medical issues;
- Job availability and/or under-employment issues;
- Past performance of participant and adherence to MTW program requirements;
- Previous participation in DSHA sponsored or referred services and programs;
- Personal initiative of participant in achieving self-sufficiency; and
- Other extenuating circumstances.

### **B.    DSHA MINIMUM RENT HARSHIP EXCEPTIONS POLICY**

Existing families affected by the elimination of Utility Reimbursement payments, specifically in cases where the utility allowance is greater than the Total Tenant Payment (TTP), and may request an exemption from the policy when one or more of the following financial hardships exist:

1. The family has lost eligibility or are waiting for an eligibility determination for a Federal, State or local assistance program;

2. The income of the family has decreased because of significant change in circumstances, including loss of employment, which are beyond their control;
3. The death of a household member has occurred affecting a major source of income for the family; and/or
4. Other circumstances determined by DSHA or HUD.

The hardship policy is only for existing residents. New Public Housing and Housing Choice Voucher residents that are housed after the effective date of the Utility Reimbursement Elimination Policy will not be eligible for the hardship policy.

Requests for a hardship exemption from the Utility Reimbursement Elimination Policy must be received by DSHA in writing. The resident must provide documentation with the request showing that the loss of the utility reimbursement would have a significant impact on their ability to abide by the terms of the lease.

Requests for an exemption to the Utility Reimbursement Elimination Policy will be reviewed by the Section 8 Supervisor and Housing Management Program Administrator for Housing Choice Vouchers and the Housing Manager and Regional Manager for Public Housing.

If a hardship exemption is granted, the family will be eligible to receive utility reimbursement payments no greater than \$50.00 per month. The resident would be required to re-verify the need for a hardship exemption at any annual certification or interim re-certification.

An exemption may not be provided if the hardship is determined temporary. DSHA will request reasonable documentation of hardship and also documentation of whether it is temporary or long term.

## (II) GENERAL OPERATING INFORMATION

### ANNUAL MTW REPORT

#### A. HOUSING STOCK INFORMATION

##### i. Actual New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Name	#	#	Status (below)	Yes/No	Description
Name	#	#	Status (below)	Yes/No	Description
		#	#	Planned/Actual Total Vouchers Newly Project-Based	

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

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

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

Description

##### ii. Actual Existing Project Based Vouchers

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Wexford Village	20	20	Leased	No	Site-based vouchers
Iron Branch	12	12	Leased	No	PBV from Liberty Court RAD
Liberty Court	100	100	Leased	Yes	RAD Site
		132	132	Planned/Actual Total Existing Project-Based Vouchers	

\* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

Description

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

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

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR	
A CHAP was issued for McLane Gardens, Peach Circle and Holly Square on April 26, 2019; however closing was delayed due to COVID until FY2021 and occurred on August 28, 2020.	

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

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

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR	
Please see attached detailed charts and narratives of all planned Capital Fund Expenditures in the Appendix section of this Annual Report under Attachment B.	

**B. LEASING INFORMATION**

i. **Actual Number of Households Served**

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	4752	4752	396	396
MTW Housing Choice Vouchers (HCV) Utilized	12600	12600	1050	1050
Local, Non-Traditional: Tenant-Based	0	0	0	0
Local, Non-Traditional: Property-Based	0	0	0	0
Local, Non-Traditional: Homeownership	0	0	0	0
<b>Planned/Actual Totals</b>	<b>17,352</b>	<b>17,352</b>	<b>1446</b>	<b>1446</b>

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

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

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

**Please describe any differences between the planned and actual households served:**

DSHA has planned for the conversion of Mifflin Meadows, Burton Village, Clarks Corner, Laverty Lane, McLane Gardens, Peach Circle, Holly Square and Liberty Court to project-based vouchers through RAD. As of the end of FY2020, Liberty Court has transitioned to project-based vouchers (100 project based vouchers). A CHAP was issued for McLane Gardens, Peach Circle and Holly Square on April 26, 2019. RAD closing for those 3 properties occurred on August 27, 2020 and will be reported in the FY2021 Annual Report.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Name/#	0	0	0	0
Property-Based	Name/#	0	0	0	0
Homeownership	Name/#	0	0	0	0
Planned/Actual Totals		0	0	0	0

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

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

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
Program Name/Services Provided	0	0

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

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	During FY2020, the Public Housing occupancy rate averaged 96%. This rate was impacted by the conversion from public housing to project-based vouchers at McLane Gardens, Peach Circle and Holly Square.
MTW Housing Choice Voucher	The Housing Choice Voucher lease utilization rate at the end of FY2020 was 97%. The financial utilization rate (actual HAP expenditures vs. budget amount) was 97% as of June 30, 2020
Local, Non-Traditional	N/A

**C. WAITING LIST INFORMATION**

i. **Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
PH and HCV	Combined waiting list Public Housing and HCV	17,212	Open	Yes
Wexford Village	Site-Based	0	Open	Yes
Name	Description	#	Open/Partially Open/Closed	Yes/No

Please describe any duplication of applicants across waiting lists:

Description

ii. **Actual Changes to Waiting List in the Plan Year**

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

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
McLane Gardens, Peach Circle & Holly Square	Once the conversion to RAD is completed, then the waiting list for McLane Gardens, Holly Square and Peach Circle will be established.
Name	Description

**D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS**

i. **75% of Families Assisted Are Very Low Income**

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	0
49%-30% Area Median Income	0
Below 30% Area Median Income	0
<b>Total Local, Non-Traditional Households Admitted</b>	<b>0</b>

ii. **Maintain Comparable Mix**

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	78	131	366	282	20%
2 Person	210	262	572	563	40%
3 Person	148	334	319	422	30%
4 Person	41	35	79	113	8%
5 Person	7	2	8	28	2%
6+ Person	0	0	0	0	0%
<b>TOTAL</b>	<b>484</b>	<b>764</b>	<b>1344</b>	<b>1408</b>	<b>100%</b>

\* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any “Non-MTW Adjustments” given above:

Chart shows bedroom sizes not person size due to lack of historical data from 1999. DSHA has implemented a 500-unit set-aside to increase the number of MTW participants which will also result in a redistribution of unit sizes.

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASLINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	20%	367	27%	7%
2 Person	40%	545	42%	3%
3 Person	30%	312	24%	-6%
4 Person	8%	72	6%	-2%
5 Person	2%	11	1%	1%
6+ Person	0%	0	0%	0%
<b>TOTAL</b>	<b>100%</b>	<b>1308</b>	<b>100%</b>	<b>3%</b>

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

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

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the “Total” number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

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

Due to structural issues at Liberty Court, one building with 8 units had to be demolished. During new construction at the property, the building was not rebuilt due to city code for fire lanes.

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

Number of households, across MTW activities, that were transitioned to the MTW PHA’s local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
Tier I/Number	16	Families who increase their incomes to the level where 40% of their monthly gross income equals or exceeds the fair market rent for the unit they are currently renting or a non-subsidized unit they contract to lease, and move into unsubsidized rental housing or homeownership. Due to COVID restrictions beginning in Delaware on March 15, 2020, residents experienced delays in FMR availability and homeownership completions.
Tier II/Number	4	Same as Tier I above.
Name/Number	#	Definition
	0	(Households Duplicated Across MTW Activities)



20

**Total Households Transitioned to Self Sufficiency**

\* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

### **3.0 PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED**

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

#### 4.0 (A.) APPROVED MTW ACTIVITIES: IMPLEMENTED ACTIVITIES

REQUIRED ELEMENTS FOR APPROVED ACTIVITIES
ACTIVITY NAME:ELIMINATION OF UTILITY REIMBURSEMENT PAYMENTS
ACTIVITY NUMBER:A-1
PROPOSED PLAN YEAR: FY 2013
EFFECTIVE DATE: January 1, 2013
STATUTORY OBJECTIVE: Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV)
ACTIVITY DESCRIPTION: Effective January 1, 2013, DSHA eliminated utility reimbursement checks to Public Housing and Housing Choice Voucher residents. Previously, residents whose utility allowance for the unit was greater than Total Tenant Payment (TTP) received a utility reimbursement payment. Under this activity, residents in this situation no longer receive a utility reimbursement payment. These residents who would normally receive a utility reimbursement, would no longer receive this payment, but would pay no rent.
<p>HARDSHIP POLICY: Existing families affected by the elimination of Utility Reimbursement payments, specifically in cases where the utility allowance is greater than the Total Tenant Payment (TTP), may request an exemption from the policy when one or more of the following financial hardships exist:</p> <ol style="list-style-type: none"><li>1. The family has lost eligibility or are waiting for an eligibility determination for a Federal, State or local assistance program;</li><li>2. The income of the family has decreased because of significant change in circumstances, including loss of employment, which are beyond their control;</li><li>3. The death of a household member has occurred affecting a major source of income for the family; and/or</li><li>4. Other circumstances determined by DSHA or HUD.</li></ol> <p>The hardship policy is only for existing residents. New Public Housing and Housing Choice Voucher residents that are housed after the effective date of the Utility Reimbursement Elimination Policy will not be eligible for the hardship policy.</p> <p>Requests for a hardship exemption from the Utility Reimbursement Elimination Policy must be received by DSHA in writing. The resident must provide documentation with the request showing that the loss of the utility reimbursement would have a significant impact on their ability to abide by the terms of the lease.</p> <p>The requests for an exemption will be reviewed by the Section 8 Supervisor and Housing Management Program Administrator for Housing Choice Vouchers and the Housing Manager and Regional Manager for Public Housing.</p> <p>If a hardship exemption is granted, the family will be eligible to receive utility reimbursement payments no greater than \$50.00 per month. The resident would be required to re-verify the need for a hardship exemption at any annual certification or interim re-certification.</p>

An exemption may not be provided if the hardship is determined temporary. DSHA will request reasonable documentation of hardship and also documentation of whether it is temporary or long term.

IMPACT: By eliminating the accounts payable utility check, DSHA saved approximately \$20,444 monthly or \$245,328 annually, during FY2013, not including staff time. As a result of the changes made by HUD to the required standard metrics, DSHA established a benchmark and projected outcome for time savings (Metrics CE#2) effective for FY2015. These crucial funds were reallocated to (a) supplement costs to provide current residents and their children with critical educational and financial literacy programs necessary to end the cycle of poverty or (b) fund upgrades to public housing sites. Since implementation of this activity, DSHA has only needed to utilize the hardship policy for 3 residents. No hardship exemptions have been requested since FY2014. DSHA originally estimated approximately 10 hardship requests or less annually; therefore, the outcome indicates that residents were less impacted by the elimination of the utility checks than originally anticipated. DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

#### **ACTIVITY METRICS INFORMATION**

The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: CE#1, CE#2, CE#3 and CE#5.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

- 1) Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 11. Rent Policies and Term Limits. This authorization waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 C.F.R 5.603, 5.611, 5.628, 5.630, 5.632, 5.634 and 960.255 and 966 Subpart A as necessary to implement the Agency’s Annual MTW Plan.
- 2) Attachment C, Section D. Authorizations Related to Housing Choice Vouchers Only, Paragraph 2(a) and 2(d). Rent Policies and Term Limits. This authorization waives certain provisions of Section 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 C.F.R 982.508, 982.503 and 982.518 A as necessary to implement the Agency’s Annual MTW Plan.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Standard HUD Metrics for DSHA Activity A-1 Elimination of Utility Reimbursement Payments**

***Cost Effectiveness***

***CE #1: Agency Cost Savings***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	FY2012 = \$245,328	Task Implemented on 1/1/13; Estimate 10 hardship cases or less annually at \$50 monthly = \$6,000 annually	No new hardship cases from 7/1/2019 thru 6/30/2020; only 3 Total Hardship cases since implementation; Total Actual Annual Utility Reimbursement from 7/1/2019 thru 6/30/2020 = \$0	Outcome meets benchmark. DSHA has only had a total of 3 hardship cases since implementation of activity.

<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours (decrease).	FY2012 = 15-20 hours monthly	Task Implemented on 1/1/13; Estimate 10 hardship cases or less annually at 1 hour each case per month	No new hardship cases from 7/1/2019 thru 6/30/2020; Total of 3 hardship cases since implementation; Total Actual Annual Utility Reimbursement staff time from 7/1/2019 thru 6/30/2020 = 0 hours	Outcome meets benchmark. DSHA has only had a total of 3 hardship cases since implementation of activity.

<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
Calculation was completed by computer program and checks processed from computer program computation.	0%	0%	0%	N/A

No error rate was anticipated.				
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<b><i>CE #5: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$0	\$0	\$0	N/A

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

**ACTIVITY NAME: Time Limit Housing Assistance for MTW Participants**

**ACTIVITY NUMBER: A-2**

PROPOSED PLAN YEAR: FY 2012

EFFECTIVE DATE: September 1, 2012

STATUTORY OBJECTIVE: Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV)

ACTIVITY DESCRIPTION: Time-limit housing assistance for MTW participants to seven (7) years (proposed FY2012). This included an initial five (5) year period, with a two (2) year extension. The initial five (5) year period will be called MTW Tier I and the two (2) year extension will be called MTW Tier II. The previous time limit was five (5) years, with a potential one (1) year extension. #1. This improves the overall cost effectiveness of the housing programs by #2. Moving families into self-sufficiency and nonsubsidized housing, and #3. Allowing another eligible family in need of housing to participate in the MTW program.

Definition of Self-Sufficiency: Families who increase their incomes to the level where 40% of their monthly gross income equals or exceeds the fair market rent for the unit they are currently renting or a non-subsidized unit they contract to lease, and move into unsubsidized rental housing or homeownership.

Effective September 1, 2012, DSHA implemented the MTW activity time-limiting housing assistance for MTW participants to 7 years. DSHA is currently providing intensive case management and individualized financial literacy to assist residents formally in the Safety Net as they transition from the MTW program to either FMR or homeownership.

Effective July 1, 2013, DSHA expanded the portability definition for incoming families from another PHA in order for the policy requirements to be consistent with those policies currently enforced to incoming families that are not porting-in from another PHA to the DSHA MTW Program. The DSHA portability policy did not previously require participants to provide proof that they had secured employment in order to meet the minimum work requirements of the DSHA MTW Program; had secured transportation to and from employment; and it did not restrict previous DSHA MTW participants from porting back in with a voucher from another PHA.

Effective July 1, 2013, any residents porting in from another Housing Authority must:

- Meet DSHA's definition of employment or be able to provide documentation that employment has been secured which will meet the minimum work requirements of DSHA's MTW Program.
- Have secured transportation to and from their place of employment.
- Not have previously participated in the MTW Program with DSHA. If a resident who previously participated in or completed the DSHA MTW Program obtains a new voucher from another Housing Authority, they will not be permitted to port back into DSHA.



Effective September 1, 2015, DSHA further defined our existing “temporary exemption” policy to be consistent with our time-limit policy. The “end date” for participation in the DSHA MTW Program is based on the date that the resident enters the program. That established end date will remain the same regardless of the number of and duration of “temporary exemptions” that the resident receives. The subsidy will end at the completion of seven years, unless the resident receives a hardship extension of a maximum of one (1) year in accordance with our current Hardship Policy.

Effective July 1, 2017, DSHA added verbiage further clarifying our MTW participation policy. Once an MTW participant completes (whether successfully or unsuccessfully); or their participation in the program is ended due to non-compliance and/or lease violations, they cannot be added to another DSHA subsidized lease (whether public housing or housing choice voucher). If the previous MTW participant has a change in status to either elderly or disabled then they could be added to another lease.

Effective July 1, 2018, DSHA seeks to further clarify and define our participation policy while creating a uniform guideline for all individuals either participating and/or subsequently applying for the DSHA MTW Program:

1.) Policy for Subsequent MTW Participation Co-Head/Spouse:

*\*This policy does not apply to persons who were previously classified as a DSHA MTW Head of Household. Whether they successfully or unsuccessfully completed the DSHA MTW Program, individuals previously classified as a “head of household” are not eligible to participate in the program again.*

Effective July 1, 2018, any MTW household with a co-head/spouse status member who participates in the DSHA MTW Program for more than four (4) years is not eligible for future DSHA MTW participation. Since the DSHA MTW Program is time-limited to a maximum of 7 years participation in case management (Tier I and Tier II combined), adult household members with more than four (4) years of participation in DSHA case management have already benefited from greater than half of the time allotted to households participating. Since DSHA has over 10,000 families on the waiting list, it is imperative that we give priority to those families who have never had the opportunity to benefit from the MTW Program.

2.) Policy for Subsequent MTW Participation Child Aged Into Adult Status:

*\*This policy does not apply to persons who were previously classified as a DSHA MTW Head of Household. Whether they successfully or unsuccessfully completed the DSHA MTW Program, individuals previously classified as a “head of household” are not eligible to participate in the program again.*

Effective July 1, 2018, any MTW household with an individual who began the program with child status and that individual then aged into adult status, that individual is eligible to apply for the DSHA MTW program as a head of household regardless of the number of years they previously participated in the program.

IMPACT: Ability to serve more people with same amount of funding. Creates increased homeownership or Fair Market rental options with the use of MTW savings. Reduces recidivism on the waiting list. As a result of time-limiting housing, DSHA has been able to keep our waiting list open. Since 1999, nine hundred and ninety-five (995) residents have successfully completed the program and moved into non-subsidized housing.

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

#### **ACTIVITY METRICS INFORMATION**

The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: CE #1, CE#2, SS#1, SS#3, SS#4, SS#5, SS#6, SS#7 and HC#3

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

1) Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 11. Rent Policies and Term Limits. This authorization waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 C.F.R 5.603, 5.611, 5.628, 5.630, 5.632, 5.634 and 960.255 and 966 Subpart A as necessary to implement the Agency’s Annual MTW Plan.

2) Attachment C, Section D. Authorizations Related to Housing Choice Vouchers Only, Paragraph 2(a) and 2(d). Rent Policies and Term Limits. This authorization waives certain provisions of Section 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 C.F.R 982.508, 982.503 and 982.518 A as necessary to implement the Agency’s Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity A-2 Time Limiting Housing Assistance for MTW Participants**

***Cost Effectiveness***

<b><i>CE #1: Agency Cost Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track staff time savings for this activity.</b>	\$0	\$0	\$0	N/A

\*Per HUD this metrics was requested based on restricting "port-outs" after 1999. DSHA does not have records prior to 1999 for establishing a baseline and does not have any way of measuring current cost savings for "port-outs".

<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track staff time savings for this activity.</b>	0	0	0	N/A

\*Per HUD, this metrics was requested based on restricting "port-outs" after 1999. DSHA does not have records prior to 1999 for establishing a baseline and does not have any way of measuring current time savings for "port-outs".

## *Self Sufficiency*

<b><i>SS #1: Increase in Household Income</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average earned income of households affected by this policy in dollars (increase).</b>	<b>Baseline established based on FY2012 = \$14,119</b>	<b>\$15,000</b>	<b>FY 2020= \$15,947</b>	<b>Outcome meets benchmark</b>

### ***SS #3: Increase in Positive Outcomes in Employment Status***

*Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.*

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category:  (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

Report the following information separately for each category:	<b>Total MTW Participants for FY 2010 = 353</b>	<b><i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i></b>	<b>Total MTW Participants for FY 2020 = 414</b>	
(1) Employed Full-Time	<b>Based on FY2010 = 141 households or 39.9%</b>	<b>40% or greater</b>	<b>190 households or 49%</b>	<b>Outcome meets benchmark</b>
(2) Employed Part-Time	<b>Based on FY2010 = 168 households or 47%</b>	<b>45% or less</b>	<b>180 households or 43%</b>	<b>Outcome meets benchmark</b>
(3) Enrolled in an Educational Program	<b>Based on FY2010 = 12 households or 3%</b>	<b>3% or greater</b>	<b>3 households or 1%</b>	<b>Outcome did not meet benchmark</b>
(4) Enrolled in Job Training Program	<b>Based on FY2010 = 48 households or 14%</b>	<b>18% or greater</b>	<b>39 households or 7%</b>	<b>Outcome did not meet benchmark</b>
(5) Unemployed	<b>Based on FY2010 = 13 Households or 4%</b>	<b>6% or less</b>	<b>30 Households or 7%</b>	<b>Outcome did not meet benchmark</b>
(6) Other (Temporary Exempt)	<b>Based on FY2010 = 25 households or 7%</b>	<b>5% or less</b>	<b>14 households or 3%</b>	<b>Outcome meets benchmark</b>

*\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.*

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track the number of families removed from TANF for this activity.</b>	<b>Based on FY2015 = 19 households out of 274 Tier I and 2 households out of 28 Tier II</b>	<b>Benchmark based on FY2015 results = 19 Tier I households and 2 Tier II households</b>	<b>FY2020 = 16 Tier I households and 4 Tier II households</b>	<b>Outcome does not meet benchmark for Tier I but does meet for Tier II</b>

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

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self-sufficiency (increase).	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity implemented April 1, 2014 = 500 MTW Participants</b>	<b>Actual for FY20 = 414 MTW Participants</b>	<b>Benchmark not achieved however with implementation of set-aside this number has been increasing</b>



<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	<b>Baseline established based on FY2011 = \$500.03 monthly</b>	<b>\$500.00 monthly</b>	<b>FY2020 = \$484.50 monthly</b>	<b>Outcome slightly under benchmark</b>

<b><i>SS #7: Increase in Tenant Rental Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<b>\$129.67</b>	<b>\$130.00</b>	<b>FY2020 = \$187.00 public housing and \$193.40 HCV</b>	<b>Outcome exceeds benchmark</b>

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA defines self-sufficiency for the purpose of this metrics as transitioning from subsidized housing to either homeownership or fair market housing.</b>	<b>Baseline established based on FY208 transition to self-sufficiency actuals = 25 Households</b>	<b>35 Households Annually</b>	<b>FY2020= 20 Households</b>	<b>Outcome does not meet benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. Residents experienced delays in mortgage settlement dates as well as delays in moving into FMR units.

## Housing Choice

<b>HC #3: Decrease in Wait List Time</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
Average applicant time on wait list in months (decrease).	<b>FY2011 = 12-18 months for Public Housing and 30-42 months for Housing Choice Voucher</b>	<b>18 months for Public Housing and 42 months for Housing Choice Voucher</b>	<b>FY2020 = 18-24 months for Public Housing and 30-42 months for Housing Choice Voucher</b>	<b>Due to the number of households on the waiting list, the average wait time has remained constant.</b>

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

### ACTIVITY NAME: MTW Tier I- Mandatory Employment and/or Education Requirements

#### ACTIVITY NUMBER:A-3

PROPOSED PLAN YEAR: FY 2000

MODIFIED IN PLAN YEARS: FY 2008 and FY 2012

EFFECTIVE DATE: July 1, 2012

STATUTORY OBJECTIVE: Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV)

ACTIVITY DESCRIPTION: MTW participants are required to be employed at least 20 hours per week earning no less than minimum wage, or in a training or educational program for at least 20 hours per week. (For residents moving in on or after July 1, 2007, requirements were increased to 25 hours per week beginning with their third year in the MTW program and 30 hours per week for the fourth and any subsequent years in the MTW program.) #1. This is to stimulate an increase in resident earning potential; #2. Create a stepped requirement leading to self-sufficiency; and #3. Reduce the subsidy needed for the participant. Initially implemented in FY2000 Annual Plan, revised in the FY2008 Annual Plan.

Effective July 1, 2012 (FY2013), DSHA time-limited compliant school, education or training program participation to Tier I only. Tier I participants must begin school, education or training within years 1 through 3 of MTW participation in order for the time to be considered toward hourly work compliance. For MTW Tier II participants, compliance will be based on work hours only.

Effective July 1, 2013, DSHA further defined “employment” as working 20 hours or more weekly for a business paying federal, state and local taxes or a documented self-employed contractor providing a 1099 form.

Effective July 1, 2019, if the MTW participant/head of household declares that they are unable to meet the work requirement due to providing care for a minor (therefore, requesting a temporary exemption), then the MTW participant/head of household must provide medical documentation which specifically states that they are unable to work for an extended period of time (longer than 3 months) due to providing care for the minor. If the required documentation is provided, then the temporary exemption may be granted; however, due to the DSHA MTW time limits and as previously modified in FY2016 Plan, the end of subsidy date remains the same despite the issuance of a temporary exemption.

For example: If the documentation submitted by the medical provider states “that the parent needs to be available to provide care for the child”, then this statement would be unacceptable for an exemption as all parents must be “available” for their children. However, if the medical documentation states “that the parent is unable to work due to providing full-time care for their disabled minor child”, then this documentation would be acceptable for an exemption.

IMPACT: Ability to serve more people with same amount of funding. Creates increased homeownership or Fair Market rental options with the use of MTW savings. Reduces recidivism on the waiting list. Since implementation in 1999, DSHA has had 949 households move from subsidized housing which can be credited to the time-limit and mandatory employment requirements of our MTW Program.

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

#### **ACTIVITY METRICS INFORMATION**

The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: SS#1, SS#3, SS#4, SS#5, SS#6, SS#7 and SS#8.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 2, Local Preferences and Admission and Continued Occupancy Policies and Procedures. This authorization waives certain provisions of Section 3 of the 1937 Act and 24 C.F.R 960.206 as necessary to implement the Agency’s Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity A-3 MTW Tier 1- Mandatory Work and/or Education Requirement**

***Self Sufficiency***

***SS #1: Increase in Household Income***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average earned income of households affected by this policy in dollars (increase).</b>	<b>Baseline established based on FY2012 = \$14,119</b>	<b>\$15,000</b>	<b>FY 2020= \$15,947</b>	<b>Outcome meets benchmark</b>

<b><i>SS #3: Increase in Positive Outcomes in Employment Status</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Report the following information separately for each category:	<b>Total MTW Participants for FY 2010 = 353</b>	<b><i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i></b>	<b>Total MTW Participants for FY 2020 = 414</b>	

(1) Employed Full-Time	<b>Based on FY2010 = 141 households or 39.9%</b>	<b>40% or greater</b>	<b>190 households or 49%</b>	<b>Outcome meets benchmark</b>
(2) Employed Part-Time	<b>Based on FY2010 = 168 households or 47%</b>	<b>45% or less</b>	<b>180 households or 43%</b>	<b>Outcome meets benchmark</b>
(3) Enrolled in an Educational Program	<b>Based on FY2010 = 12 households or 3%</b>	<b>3% or greater</b>	<b>3 households or 1%</b>	<b>Outcome did not meet benchmark</b>
(4) Enrolled in Job Training Program	<b>Based on FY2010 = 48 households or 14%</b>	<b>18% or greater</b>	<b>39 households or 9%</b>	<b>Outcome did not meet benchmark</b>
(5) Unemployed	<b>Based on FY2010 = 13 Households or 4%</b>	<b>6% or less</b>	<b>30 Households or 7%</b>	<b>Outcome did not meet benchmark</b>
(6) Other (Temporary Exempt)	<b>Based on FY2010 = 25 households or 7%</b>	<b>5% or less</b>	<b>14 households or 3%</b>	<b>Outcome meets benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.



<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track the number of families removed from TANF for this activity.</b>	<b>Based on FY2015 = 19 households out of 274 Tier I</b>	<b>Benchmark based on FY2015 results = 19 Tier I households</b>	<b>FY2020 = 20 Tier I households</b>	<b>Outcome meets benchmark</b>

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Number of households receiving services aimed to increase self-sufficiency (increase).	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity = 500 MTW Participants</b>	<b>Actual for FY20 = 386 MTW Tier I Participants</b>	<b>Benchmark not achieved however with implementation of set-aside this number will increase</b>
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<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	<b>Baseline established based on FY2011 = \$500.03 monthly</b>	<b>\$500.00 monthly</b>	<b>FY2020 = \$484.50 monthly</b>	<b>Outcome slightly under benchmark</b>

<b><i>SS #7: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<b>\$129.67</b>	<b>\$130.00</b>	<b>FY2020 = \$187.00 public housing and \$193.40 HCV</b>	<b>Outcome exceeds benchmark</b>

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

should also be provided in Section (II) Operating Information in the space provided.				
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	<b>Baseline established based on FY2008 transition to self-sufficiency actuals = 25 Households</b>	<b>30 Households Annually</b>	<b>FY2020= 16 Tier I Households</b>	<b>Outcome does not meet benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. Residents experienced delays in mortgage settlement dates as well as delays in moving into FMR units.

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

**ACTIVITY NAME: MTW Tier II Work Requirement**

**ACTIVITY NUMBER: A-4**

PROPOSED PLAN YEAR: FY 2012

EFFECTIVE DATE: July 1, 2012

STATUTORY OBJECTIVE: Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV)

ACTIVITY DESCRIPTION: Participants who do not successfully complete the MTW program within five (5) years (under MTW Tier I) will continue to be required to work at least thirty (30) hours per week, earning no less than minimum wage, for the remaining two (2) years while under the MTW Tier II. This requirement increases the earned income of MTW Tier II participants enabling them to pay more towards their rent and requiring less overall subsidy.

Previously, the participants who did not successfully complete the MTW Program within five (5) years were eligible to continue receiving housing subsidy under a Safety-Net Program for an indefinite period. The Safety-Net has been renamed MTW Tier II and the entire program time-limited to seven years (five (5) years under MTW Tier I and two (2) years under MTW Tier II).

Effective in FY2013, MTW Tier II participant compliance is based on work hours only. School, education or training program hours will not be counted toward the work hour compliance requirement.

Effective July 1, 2013, DSHA further defined “employment” as working 20 hours or more weekly for a business paying federal, state and local taxes or a documented self-employed contractor providing a 1099 form.

Effective July 1, 2019, if the MTW participant/head of household declares that they are unable to meet the work requirement due to providing care for a minor (therefore, requesting a temporary exemption), then the MTW participant/head of household must provide medical documentation which specifically states that they are unable to work for an extended period of time (longer than 3 months) due to providing care for the minor. If the required documentation is provided, then the temporary exemption may be granted; however, due to the DSHA MTW time limits and as previously modified in FY2016 Plan, the end of subsidy date remains the same despite the issuance of a temporary exemption.

For example: If the documentation submitted by the medical provider states “that the parent needs to be available to provide care for the child”, then this statement would be unacceptable for an exemption as all parents must be “available” for their children. However, if the medical documentation states “that the parent is unable to work due to providing full-time care for their disabled minor child”, then this documentation would be acceptable for an exemption.

IMPACT: Ability to serve more people with same amount of funding. Creates increased homeownership or Fair Market rental options with the use of MTW savings. Reduces recidivism on

the waiting list. By continuing the work requirement in Tier II, the resident will require fewer subsidies and will continue to work to achieve self-sufficiency.

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

#### **ACTIVITY METRICS INFORMATION**

The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: SS#1, SS#3, SS#4, SS#5, SS#6, SS#7 and SS#8.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 2, Local Preferences and Admission and Continued Occupancy Policies and Procedures. This authorization waives certain provisions of Section 3 of the 1937 Act and 24 C.F.R 960.206 as necessary to implement the Agency’s Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity A-4 MTW Tier II Work Requirement**

***Self Sufficiency***

***SS #1: Increase in Household Income***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track based on Tier II status for this activity until the FY2015 reporting period. DSHA will establish baseline and benchmark with the FY2015 Annual Report.</b>	<b>FY2015 = \$17,841</b>	<b>Benchmark based on FY2015 results = \$17,000</b>	<b>FY2020 = \$16,599</b>	<b>Outcome slightly under benchmark. However, this was impacted due to COVID lay-offs and reduction of work hours</b>

<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track based on Tier II status for this activity until the FY2015 reporting period. DSHA will establish baseline and benchmark with the FY2015 Annual Report.</b>	<b>Total MTW Tier II Participants for FY2015 = 28 households</b>	<i><b>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</b></i>	<b>Total MTW Tier II Participants for FY 2020 = 28 households</b>	



(1) Employed Full- Time	<b>Based on FY2015 = 13 households or 46%</b>	<b>40% or greater</b>	<b>FY2020 = 14 households or 50%</b>	<b>Outcome meets benchmark</b>
(2) Employed Part- Time	<b>Based on FY2015 = 14 households or 50%</b>	<b>45% or less</b>	<b>FY2020 = 10 households or 36%</b>	<b>Outcome meets benchmark</b>
(3) Enrolled in an Educational Program	<b>Based on FY2015 = 0 households or 0%</b>	<b>In Tier II, education programs do not count toward the employment requirement.</b>	<b>FY2020 = 0 household or 0%</b>	<b>Outcome meets benchmark</b>
(4) Enrolled in Job Training Program	<b>Based on FY2015 = 0 households or 0%</b>	<b>18% or less</b>	<b>FY2020 = 0 household or 0%</b>	<b>Outcome meets benchmark</b>
(5) Unemployed	<b>Based on FY2015 = 1 Households or 4%</b>	<b>6% or less</b>	<b>FY2020 = 3 households or 11%</b>	<b>Outcome does not meet benchmark</b>
(6) Other (Temporary Exempt)	<b>Based on FY2015 = 0 households or 0%</b>	<b>5% or less</b>	<b>FY2020 = 1 household or 3%</b>	<b>Outcome meets benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.

<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track the number of families removed from TANF for this activity. Baseline and Benchmark established with FY2015 results.</b>	<b>FY2015 = 2 households out of 28 Tier II</b>	<b>Benchmark based on FY2015 results = 2 Tier II households</b>	<b>FY2020 =1 Households</b>	<b>Outcome did not meet benchmark</b>

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

DSHA did not previously track based on Tier II status for this activity until the FY2014 reporting period which had not been compiled at time of this Annual Plan. DSHA will establish baseline and benchmark with the FY2014 Annual Report.	FY2014 = 33 households	40 households	FY2020 = 28 households	Outcome does not meet benchmark. DSHA needs to adjust benchmark due to lower number of Tier II participants than originally anticipated in FY2014.
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<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
DSHA did not previously track based on Tier II status for this activity. DSHA established baseline and benchmark with the FY2016 Annual Report.	FY2016 = \$537.26	\$500 monthly	FY 2020 = \$484.50	Outcome slightly under benchmark

<b><i>SS #7: Increase in Agency Rental Revenue</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<b>\$129.67</b>	<b>\$130.00</b>	<b>FY2020 = \$187.00 public housing and \$193.40 HCV</b>	<b>Outcome exceeds benchmark</b>

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

<p><b>DSHA did not previously track based on Tier II status for this activity until the FY2014 reporting period which had not been compiled at time of this Annual Plan. DSHA established baseline and benchmark with the FY2014 Annual Report.</b></p>	<p><b>FY2014 = 7 households</b></p>	<p><b>7 households</b></p>	<p><b>FY2020 = 4 households</b></p>	<p><b>Outcome does not meet benchmark</b></p>
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*\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. Residents experienced delays in mortgage settlement dates as well as delays in moving into FMR units.*

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

**ACTIVITY NAME: Alternative Re-Certification Schedule for Elderly and Disabled Residents**

**ACTIVITY NUMBER: A-5**

PROPOSED PLAN YEAR: FY 2011

EFFECTIVE DATE: FY 2011

STATUTORY OBJECTIVE: Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV)

ACTIVITY DESCRIPTION: Adopt alternative re-certification schedules for elderly and disabled residents. For example, re-certifying residents on fixed incomes (fixed pensions, Social Security, SSI) every other year. For the Housing Choice Voucher Program, half of the approximately 650 elderly/disabled re-certifications would be performed during FY2011, and the remaining half would be completed during FY2012. For Public Housing, which has a significantly lower elderly/disabled population, all re-certification of these individuals would be done every other year starting FY2011.

Hardship Policy: If a resident has a significant change in income or allowable medical expenses, they can request an interim recertification be completed during the years when an annual recertification is not scheduled.

IMPACT: Reduce the total number of annual re-certifications processed by PH and HCV staff, thus creating administrative efficiencies (reduction in postage costs, time savings).

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

### ACTIVITY METRICS INFORMATION

The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: CE#1, CE#2 and CE#5.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

### NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY

Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 4, Initial, Annual and Interim Income Review Process, Attachment C, Section D. Authorizations Related to Section 8 Housing Choice Vouchers Only, (1) Operational Policies and Procedures, Paragraph (c.). This authorization waives certain provisions of Section 3 of the 1937 Act and 24 C.F.R 960.206 as necessary to implement the Agency's Annual MTW Plan.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Standard HUD Metrics for DSHA Activity A-5 Alternative Re-Certification Schedule for Elderly and Disabled Residents**

***Cost Effectiveness***

***CE #1: Agency Cost Savings***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	<b>Baseline established based on FY2011 total cost in postage and staff time = \$45,330</b>	<b>\$27,895 based on savings from postage and staff time</b>	<b>FY2020 = \$27,500</b>	<b>Outcome meets benchmark</b>

<b><i>CE #2: Staff Time Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
<b>Total time to complete the task in staff hours (decrease).</b>	<b>Baseline established based on FY2011 = 1,955 staff hours</b>	<b>575 staff hours saved</b>	<b>FY2020 = 884 Hours</b>	<b>Outcome exceeds benchmark</b>

<b><i>CE #5: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<b>\$157.00</b>	<b>\$157.00</b>	<b>FY2020 = \$163.00</b>	<b>Outcome meets benchmark</b>



## REQUIRED ELEMENTS FOR PROPOSED ACTIVITIES

### ACTIVITY DESCRIPTION

#### **ACTIVITY NAME: Rent Simplifications and Asset/Income Verifications**

#### **ACTIVITY NUMBER: A-6**

A. **ACTIVITY DESCRIPTION:** DSHA will modify the current asset verification policy in an effort to 1) simplify rent calculations; 2) create administrative time savings and 3) significantly reduce the need for dependence of client supplied bank/financial records. The policy will not require the verification or inclusion of assets less than \$25,000. The resident/applicant will instead sign a certification form if they have assets less than \$25,000. Elimination of asset verification and inclusion in subsidy calculations will have little or no effect on subsidy for the vast majority of DSHA residents. It should also be noted the during the past five years, more financial institutions are no longer completing asset verifications or are charging resident/applicant to complete the verification forms. This initiative was approved in the FY2015 Annual Plan for implementation on January 1, 2015. Implementation was delayed due to resident notifications until July 1, 2015. DSHA began reporting on this activity in the FY2016 Annual Report.

B. **STATUTORY OBJECTIVE:** Reduce costs and achieve greater cost effectiveness by administrative reforms to the Public Housing (PH) and Housing Choice Voucher Programs (HCV).

C. **ANTICIPATED IMPACT:** With the current asset verification procedure, DSHA spends approximately 432 staff hours on PH residents and 595 staff hours on HCV residents. By modifying the current asset verification procedure, DSHA anticipates reducing the amount of staff hours to 216 for PH residents and 298 for HCV residents.

D. **ANTICIPATED SCHEDULE:** Original effective date was January 1, 2015 but implementation was for July 1, 2015. Asset verification will be completed at initial and recertification.

### ACTIVITY METRICS INFORMATION

E. The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: CE#1, CE#2, and CE #3.

F. The baseline performance levels are stated in the metric tables on the following page.

G. The yearly benchmarks are stated in the metric tables on the following page.

H. The final projected outcomes are stated in the metric tables on the following page.

I. The Easy Housing resident software will be utilized to track and identify performance levels and funding.

NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY

Attachment C, Section C. Authorizations Related to Public Housing Only, Paragraph 11. Rent Policies and Term Limits. This authorization waives certain provisions of Section 3(a)(2), 3(a)(3)(A) and Section 6(l) of the 1937 Act and 24 C.F.R 5.603,5.611, 5.628, 5.630, 5.632, 5.634 and 960.255 and 966 Subpart A as necessary to implement the Agency's Annual MTW Plan. Attachment C, Section D. Authorizations Related to Housing Choice Vouchers Only, Paragraph 2(a) and 2(d). Rent Policies and Term Limits. This authorization waives certain provisions of Section 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 C.F.R 982.508,982.503 and 982.518 A as necessary to implement the Agency's Annual MTW Plan.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Standard HUD Metrics for DSHA Proposed Activity A-6 Rent Simplification and Asset/Income Verifications**

***Cost Effectiveness***

***CE #1: Agency Cost Savings***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	Staff time x \$17 = cost savings; 432 PH Hours x \$17 = \$7,344; 595 HCV hours x \$17 = \$10,115	216 PH hours x \$17 = \$3,672; 298 HCV hours x \$17 = 5,066	86 PH hours x \$17 = \$1,462; HCV 145 hours x \$17 = \$2,465	<b>Outcome exceeded expectations</b> *Further reductions caused by fewer annual recertification since biennial recertifications

				have been implemented for elderly & disabled families with fixed incomes.
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<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
<b>Total time to complete the task in staff hours (decrease).</b>	<b>432 hours for PH residents annually; 595 staff hours for HCV residents annually</b>	<b>216 hours for PH residents annually; 298 staff hours for HCV residents annually</b>	<b>FY2020: 86 hours for PH residents; 145 staff hours for HCV residents</b>	<b>Outcome was exceeded</b>

<b><i>CE #3: Decrease in Error Rate of Task Execution</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA has not previously tracked an error rate for this activity. Tracking began in 2016</b>	<b>FY2016 = No errors</b>	<b>Less than 2%</b>	<b>FY2020 = No errors reported</b>	<b>Outcome meets benchmark</b>

REQUIRED ELEMENTS FOR APPROVED ACTIVITIES	
<b>ACTIVITY NAME: MTW Savings Account and Disbursements</b>	
<b>ACTIVITY NUMBER: B-1</b>	
PROPOSED PLAN YEAR: FY2000	
MODIFIED IN PLAN YEARS: FY2011 and FY2012	
EFFECTIVE DATE: FY2000	
STATUTORY OBJECTIVE: MTW activities to give incentives to families who are employed or seeking employment and self-sufficiency.	
<p>ACTIVITY DESCRIPTION: To make work pay, cap rent, with all funds over the cap up to the 35% limit placed in a savings account for the MTW participant. When a client reaches the end of the contract (5 years or less) if their income has increased to where 40% of their monthly gross income equals or exceeds the fair market rent for their unit they currently rent, or a non-subsidized unit they commit to lease or home ownership they will receive the balance of any monies in their savings account. If a client does not successfully complete the MTW Program, all savings account funds will be forfeited. <u>Initiated in the FY2000 Annual Plan.</u></p> <p>As of FY2011, this activity was modified to include provisions for the use of MTW saving funds. Successful MTW clients will be required to utilize at least 60% of the savings fund for homeownership/fair market rental related expenses. This includes: down payment, closing costs, security deposits, utility deposits, clearing credit issues and satisfying debt for medical bills, education and transportation. The remaining 40% of the MTW savings is distributed to the client for discretionary use. <u>Initiated in the FY2011 Plan.</u></p> <p>For FY2012, The MTW Savings Account was expanded to include individuals in years 6 and 7 of the program. For participants that successfully complete the program before or in the fifth (5<sup>th</sup>) year of the program (under MTW Tier I), they will be eligible to utilize 100% of their MTW savings account. Contributions to the MTW Savings will stop after the 5<sup>th</sup> year. For participants in their sixth (6<sup>th</sup>) and seventh (7<sup>th</sup>) year of the MTW Program (under the MTW Tier II), they will have access to only 60% of MTW Savings in year six and 40% of MTW Savings in year 7.</p>	
IMPACT: Encourage residents to work at capacity rather than least amount required. Provides participants with funds to repair credit, debt issues and/or move into homeownership upon successful completion of the MTW program.	
DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.	
<b>ACTIVITY METRICS INFORMATION</b>	
The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: CE#1, CE#2, CE#3, CE#5, SS#1, SS#2, SS#3, SS#4, SS#5, SS#6, SS#7 and SS#8.	
The baseline performance levels are stated in the metric tables on the following page.	
The yearly benchmarks are stated in the metric tables on the following page.	
The final projected outcomes are stated in the metric tables on the following page.	
The Easy Housing resident software will be utilized to track and identify performance levels and funding.	
<b>NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY</b>	

1) Attachment C, Section E. Authorizations Related to Family Self-Sufficiency. This authorization waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R 984 as necessary to implement the Agency's Annual MTW Plan.

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Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**Standard HUD Metrics DSHA Activity B-1 MTW Savings Account and Disbursements**

***Cost Effectiveness***

<b><i>CE #1: Agency Cost Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA disburses the savings account back to participants upon successful completion of the MTW Program as an incentive for residents to successfully complete the program. DSHA does not experience a cost savings on this activity. The dollar</b>	<b>\$0.00</b>	<b>\$190,000 disbursed</b>	<b>FY 2020 = \$125,210 disbursed to 20 successful families</b>	<b>Outcome does not meet benchmark. COVID impacted successful completions due to delays in FMR and homeownership.</b>



amount shown is the amount of rent money that DSHA did not keep as a result of disbursing back to resident, which is a loss of revenue to DSHA.				
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<b>CE #2: Staff Time Savings</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA does not experience a decrease in staff time as a result of this activity. It actually increases staff time for both our Case Managers and Finance Office. DSHA performs this activity as an incentive to our residents to successfully complete the MTW program by moving into homeownership or fair market housing.</b>	0	0	0	N/A

<b><i>CE #3: Decrease in Error Rate of Task Execution</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
<b>Not previously tracked so tracking began in FY2016</b>	<b>Baseline established based on FY2016 outcome of 0%</b>	<b>Less than 2%</b>	<b>FY2020 = 1 error</b>	<b>Outcome meets Benchmark</b>

  

<b><i>CE #5: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	<b>\$129.67</b>	<b>\$130.00</b>	<b>FY2020 =\$187.00 public housing and \$193.40 HCV</b>	<b>Outcome exceeds benchmark</b>

## Self Sufficiency

<b><i>SS #1: Increase in Household Income</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average earned income of households affected by this policy in dollars (increase).</b>	<b>Baseline established based on FY2012 = \$14,119</b>	<b>\$15,000</b>	<b>FY 2020= \$15,947</b>	<b>Outcome was slightly under benchmark</b>

<b><i>SS #2: Increase in Household Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$2,700	FY2020 = \$4,836	Outcome exceeds benchmark.
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<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.

Report the following information separately for each category:	Total MTW Participants for FY 2010 = 353	<i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i>	Total MTW Participants for FY 2020 = 414	
(1) Employed Full-Time	Based on FY2010 = 141 households or 39.9%	40% or greater	190 households or 49%	Outcome meets benchmark
(2) Employed Part-Time	Based on FY2010 = 168 households or 47%	45% or less	180 households or 43%	Outcome meets benchmark
(3) Enrolled in an Educational Program	Based on FY2010 = 12 households or 3%	3% or greater	3 households or 1%	Outcome did not meet benchmark
(4) Enrolled in Job Training Program	Based on FY2010 = 48 households or 14%	18% or greater	39 households or 9%	Outcome did not meet benchmark
(5) Unemployed	Based on FY2010 = 13 Households or 4%	6% or less	30 Households or 7%	Outcome did not meet benchmark
(6) Other (Temporary Exempt)	Based on FY2010 = 25 households or 7%	5% or less	14 households or 3%	Outcome meets benchmark

*\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.*

<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track the number of families removed from TANF for this activity.</b>	<b>Based on FY2015 = 19 households out of 274 Tier I and 2 households out of 28 Tier II</b>	<b>Benchmark based on FY2015 results = 19 Tier I households and 2 Tier II households</b>	<b>FY2020 = 20 Tier I households and 1 Tier II households</b>	<b>Outcome meets benchmark</b>

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Number of households receiving services aimed to increase self-sufficiency (increase).	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity = 500 MTW Participants</b>	<b>Actual for FY20 = 414 MTW Participants</b>	<b>Benchmark not achieved however with implementation of set-aside this number should increase</b>
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<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	<b>Baseline established based on FY2011 = \$500.03 monthly</b>	<b>\$500.00 monthly</b>	<b>FY2020 = \$484.50 monthly</b>	<b>Outcome slightly under benchmark</b>

<b><i>SS #7: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$129.67	\$130.00	FY2020 = \$187.00 public housing and \$193.40 HCV	Outcome exceeds benchmark

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II)	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



Operating Information in the space provided.				
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	<b>Baseline established based on FY2008 transition to self-sufficiency actuals = 25 Households</b>	<b>35 Households Annually</b>	<b>FY2020= 20 Households</b>	<b>Outcome does not meet benchmark</b>

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

**ACTIVITY NAME: MTW Case Management Services**

**ACTIVITY NUMBER: B-2**

PROPOSED PLAN YEAR: FY2000

MODIFIED IN PLAN YEARS: FY2012, FY2013 and FY2015

EFFECTIVE DATE: FY2000

STATUTORY OBJECTIVE: MTW activities to give incentives to families who are employed or seeking employment and self-sufficiency.

ACTIVITY DESCRIPTION: All MTW participants (MTW Tier I and Tier II) continuously participate in case management and are offered services and/or resource referrals including job training and placement services, computer experience, financial literacy classes and transportation stipends, as funds allow. Initiated in the FY 2000 Annual Plan.

During FY2012, case management activities included not only the participants within their initial five (5) year period under MTW Tier I, but those participants that continue in the program for the remaining two (2) years under MTW Tier II.

Effective July 1, 2012 (FY2013), DSHA required all MTW program participants to complete a DSHA approved Financial Literacy training course within the first two years of Tier I. If they do not complete the training, then a strike may be issued for program non-compliance. Currently, MTW program participants must take a Financial Literacy course but they can do so whenever they want. DSHA has found that in order for residents to receive the optimal benefits of credit repair and Financial Literacy then they must complete the program early in MTW participation.

Effective January 1, 2015, DSHA will create a Fair Market Housing Track to compliment and expand the current Financial Literacy requirement. Residents will be required to complete within 3 years additional one-on-one Fair Market Housing counseling program through our partnership with NCALL. This will further educate residents on credit repair as well as what is needed to be a success homeowner or fair market renter. If they do not complete the training, then a strike may be issued for program non-compliance. No changes or modifications, or any additions to Attachment C/D authorizations for the changes noted above are required. This initiative was being developed with NCALL but became cost prohibitive for NCALL to complete for all MTW residents. DSHA MTW case managers were trained and can provide the training in-house.

IMPACT: Better prepares MTW participants to succeed in finding employment and overcoming barriers to self-sufficiency as they move toward Fair Market Housing or Homeownership.

DSHA will modify this activity effective January 1, 2015 to include a Fair Market Housing Track to compliment and expand current Financial Literacy requirements. Residents will be required to complete within 3 years additional one-on-one Fair Market Housing counseling program through our partnership with NCALL. This will further educate residents on credit repair as well as what is needed to be a successful homeowner or fair market renter. If they do not complete the training, then a strike may be issued for program non-compliance. No changes or modifications, or any additions to Attachment C/D authorizations for the changes noted above are required.

<b>ACTIVITY METRICS INFORMATION</b>
The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: SS#1, SS#2, SS#3, SS#4, SS#5, SS#6, SS#7 and SS#8.
The baseline performance levels are stated in the metric tables on the following page.
The yearly benchmarks are stated in the metric tables on the following page.
The final projected outcomes are stated in the metric tables on the following page.
The Easy Housing resident software will be utilized to track and identify performance levels and funding.
<b>NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY</b>
1) Attachment C, Section B. Authorizations Related to Both Public Housing and Housing Choice Vouchers, Paragraph 1. Single Fund Budget with Full Flexibility. Section b. (iii). This authorization waives certain provisions of Section 6 (c) of the 1937 Act and 24 C.F.R 982 and 990 as necessary to implement the Agency’s Annual MTW Plan.
2) Attachment C, Section E. Authorizations Related to Family Self-Sufficiency, This authorization waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R 984 as necessary to implement the Agency’s Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity B-2 MTW Case Management Services**

***Self Sufficiency***

***SS #1: Increase in Household Income***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average earned income of households affected by this policy in dollars (increase).</b>	<b>Baseline established based on FY2012 = \$14,119</b>	<b>\$15,000</b>	<b>FY 2020= \$15,947</b>	<b>Outcome meets benchmark</b>

<b><i>SS #2: Increase in Household Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average amount of savings/escrow of households affected by this policy in dollars (increase).</b>	<b>\$0</b>	<b>\$2,700</b>	<b>FY2020 = \$4,836</b>	<b>Outcome exceeds benchmark.</b>

<b><i>SS #3: Increase in Positive Outcomes in Employment Status</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

(4) Enrolled in Job Training Program (5) Unemployed (6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Report the following information separately for each category:	<b>Total MTW Participants for FY 2010 = 353</b>	<b><i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i></b>	<b>Total MTW Participants for FY 2020 = 414</b>	
	(1) Employed Full-Time <b>Based on FY2010 = 141 households or 39.9%</b>	<b>40% or greater</b>	<b>190 households or 49%</b>	<b>Outcome meets benchmark</b>
	(2) Employed Part-Time <b>Based on FY2010 = 168 households or 47%</b>	<b>45% or less</b>	<b>180 households or 43%</b>	<b>Outcome meets benchmark</b>
	(3) Enrolled in an Educational Program <b>Based on FY2010 = 12 households or 3%</b>	<b>3% or greater</b>	<b>3 households or 1%</b>	<b>Outcome did not meet benchmark</b>

(4) Enrolled in Job Training Program	<b>Based on FY2010 = 48 households or 14%</b>	<b>18% or greater</b>	<b>39 households or 9%</b>	<b>Outcome did not meet benchmark</b>
(5) Unemployed	<b>Based on FY2010 = 13 Households or 4%</b>	<b>6% or less</b>	<b>30 Households or 7%</b>	<b>Outcome did not meet benchmark</b>
(6) Other (Temporary Exempt)	<b>Based on FY2010 = 25 households or 7%</b>	<b>5% or less</b>	<b>14 households or 3%</b>	<b>Outcome meets benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.

<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA did not previously track the number of families removed from TANF for this activity.</b>	<b>Based on FY2015 = 19 households out of 274 Tier I and 2 households out of 28 Tier II</b>	<b>Benchmark based on FY2015 results = 19 Tier I households and 2 Tier II households</b>	<b>FY2020 = 20 Tier I households and 1 Tier II households</b>	<b>Outcome meets benchmark</b>

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



Number of households receiving services aimed to increase self-sufficiency (increase).	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity = 500 MTW Participants</b>	<b>Actual for FY20 = 414 MTW Participants</b>	<b>Benchmark not achieved however with implementation of set-aside this number should increase</b>
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<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	<b>Baseline established based on FY2011 = \$500.03 monthly</b>	<b>\$500.00 monthly</b>	<b>FY2020 = \$484.50 monthly</b>	<b>Outcome slightly under benchmark</b>

<b><i>SS #7: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$129.67	\$130.00	FY2020 = \$187.00 public housing and \$193.40 HCV	Outcome exceeds benchmark

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

DSHA defines self-sufficiency for the purpose of this metrics as transitioning from subsidized housing to either homeownership or fair market housing.	Baseline established based on FY208 transition to self-sufficiency actuals = 25 Households	35 Households Annually	FY2020= 20 Households	Outcome did not meet benchmark
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## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

**ACTIVITY NAME: Removal of Barriers to Self-Sufficiency**

**ACTIVITY NUMBER: B-3**

PROPOSED PLAN YEAR: FY2000

EFFECTIVE DATE: FY2000

STATUTORY OBJECTIVE: MTW activities to give incentives to families who are employed or seeking employment and self-sufficiency.

ACTIVITY DESCRIPTION: Enhance the standard of living for residents participating in MTW by assisting residents in the removal of barriers to self-sufficiency (obtain employment, driver's license, purchase vehicle, coordinate child care, obtain GED, enroll for college courses, expunge criminal record, clear credit history). Initiated in the FY2000 Annual Plan.

DSHA MTW participants continue to be assisted in removing barriers to self-sufficiency in areas such as transportation, education and childcare.

Removal of barriers continues to be a key component of the DSHA MTW success rate. The primary barrier continues to be credit history with 60% of residents reporting this as the reason that they are unable to move to homeownership and fair market housing. DSHA case managers work closely with residents and NCALL to assist residents in improving their credit history.

IMPACT: Better prepares MTW participants to succeed in finding employment and overcoming barriers to self-sufficiency.

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

### ACTIVITY METRICS INFORMATION

The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: SS#3, SS#5 and SS#8.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

### NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY

1) Attachment C, Section B. Authorizations Related to Both Public Housing and Housing Choice Vouchers, Paragraph 1. Single Fund Budget with Full Flexibility. Section b. (iii). This authorization waives certain provisions of Section 6 (c) of the 1937 Act and 24 C.F.R 982 and 990 as necessary to implement the Agency's Annual MTW Plan.

2) Attachment C, Section E. Authorizations Related to Family Self-Sufficiency, This authorization waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R 984 as necessary to implement the Agency's Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity B-3 Removal of Barriers to Self-Sufficiency**

***Self Sufficiency***

***SS #3: Increase in Positive Outcomes in Employment Status***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Report the following information separately for each category:	<b>Total MTW Participants for FY 2010 = 353</b>	<b><i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i></b>	<b>Total MTW Participants for FY 2020 = 414</b>	
(1) Employed Full-Time	<b>Based on FY2010 = 141 households or 39.9%</b>	<b>40% or greater</b>	<b>190 households or 49%</b>	<b>Outcome meets benchmark</b>
(2) Employed Part-Time	<b>Based on FY2010 = 168 households or 47%</b>	<b>45% or less</b>	<b>180 households or 43%</b>	<b>Outcome meets benchmark</b>
(3) Enrolled in an Educational Program	<b>Based on FY2010 = 12 households or 3%</b>	<b>3% or greater</b>	<b>3 households or 1%</b>	<b>Outcome did not meet benchmark</b>
(4) Enrolled in Job Training Program	<b>Based on FY2010 = 48 households or 14%</b>	<b>18% or greater</b>	<b>39 households or 9%</b>	<b>Outcome did not meet benchmark</b>

(5) Unemployed	<b>Based on FY2010 = 13 Households or 4%</b>	<b>6% or less</b>	<b>30 Households or 7%</b>	<b>Outcome did not meet benchmark</b>
(6) Other (Temporary Exempt)	<b>Based on FY2010 = 25 households or 7%</b>	<b>5% or less</b>	<b>14 households or 3%</b>	<b>Outcome meets benchmark</b>

\*The Delaware State of Emergency caused by COVID-19 and subsequent restrictions impacted the employment, education/training and successful completion outcomes beginning March 15, 2020. As a result, DSHA's MTW participants experienced temporary lay-offs/unemployment, reductions of work hours, delays in job trainings and delays in education program enrollment.

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.

Number of households receiving services aimed to increase self-sufficiency (increase).	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity = 500 MTW Participants</b>	<b>Actual for FY20 = 414 MTW Participants</b>	<b>Benchmark not achieved however with implementation of set-aside this number should increase</b>
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<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



DSHA defines self-sufficiency for the purpose of this metrics as transitioning from subsidized housing to either homeownership or fair market housing.	Baseline established based on FY208 transition to self-sufficiency actuals = 25 Households	35 Households Annually	FY2020 = 20 Households	Outcome did not meet benchmark
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<b>REQUIRED ELEMENTS FOR APPROVED ACTIVITIES</b>	
<b>ACTIVITY NAME: 500 Unit Set-Aside for MTW Eligible Families</b>	
<b>ACTIVITY NUMBER: B-4</b>	
PROPOSED PLAN YEAR: FY2012	
EFFECTIVE DATE: April 1, 2014	
STATUTORY OBJECTIVE: MTW activities to give incentives to families who are employed or seeking employment and self-sufficiency.	
<p>ACTIVITY DESCRIPTION: To create a 500 unit set-aside for eligible MTW participants. The set-aside will be administered for both Public Housing and the Housing Choice Voucher Programs to increase the overall number MTW participants. To reach the goal of having 500 participants enrolled in the MTW program, two of every three available units/vouchers will be offered to MTW eligible applicants. Once the set-aside is reached and maintained, public housing units and vouchers would be offered based on preference and date of application.</p> <p>DSHA had anticipated activating the 500 unit set-aside effective January 1, 2014. However due to resident notification issues, DSHA activated the previously approved 500 unit set-aside for eligible MTW participants effective on September 1, 2014. DSHA did not initiate the activity during FY2012 or FY2013 due to increases in MTW eligible participants with the re-integration of Safety- Net participants into the program with the restructuring of the time-limit feature. Since the majority of the re-integrated Safety-Net families will have completed their subsidy by January 1, 2014, the number of active MTW participants will have decreased thereby necessitating the activation of the 500 unit set-aside. During FY2020, DSHA has monitored the effectiveness of the 500 unit set-aside to determine if it is increasing MTW participation as anticipated and ensure that it is not negatively impacting the waiting list process. DSHA has not found any negative impact on the waiting list process but the increase in MTW participation is not occurring as quickly as initially anticipated. DSHA will continue to monitor the effectiveness of this implementation during FY2021.</p>	
IMPACT: Increase the overall number of MTW participants and create greater turnover of the waiting list as successful participants complete the five (5) year MTW program.	
DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.	
<b>ACTIVITY METRICS INFORMATION</b>	
The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: SS#5.	
The baseline performance levels are stated in the metric tables on the following page.	
The yearly benchmarks are stated in the metric tables on the following page.	
The final projected outcomes are stated in the metric tables on the following page.	
The Easy Housing resident software will be utilized to track and identify performance levels and funding.	
<b>NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY</b>	
<p>1) Attachment C, Section C. Authorizations Related to Public Housing, Paragraph (2). This authorization waives certain provisions of Section 3 of the 1937 Act and 24 C.F.R 960.206 as necessary to implement the Agency's Annual MTW Plan.</p> <p>2) Attachment C, Section D. Authorizations Related to Section 8 Housing Choice Vouchers Only, Section 3. Eligibility of Participants, Paragraph (4), Waiting List Policies. Use of Public Housing as an Incentive for Economic Progress. This</p>	

authorization waives certain provisions of Section 8 (o)(6),8(o)(13)(J) and 8(o)(16) of the 1937 Act and 24 C.F.R 982 subpart E, 983 Subpart F as necessary to implement the Agency's Annual MTW Plan.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

**DSHA Chosen Metrics for Activity B-4 500 Unit Set-Aside for MTW Eligible Participants**

***Self Sufficiency***

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>Number of households receiving services aimed to increase self-sufficiency (increase).</b>	<b>Baseline established based on FY 2008 = 393 MTW Participants</b>	<b>Benchmark based on 500-unit set-aside activity = 500 MTW Participants</b>	<b>Actual for FY20 = 414 MTW Participants</b>	<b>Benchmark not achieved however with implementation DSHA is now seeing an increase</b>

## REQUIRED ELEMENTS FOR APPROVED ACTIVITIES

### ACTIVITY NAME: WEXFORD VILLAGE PROJECT BASED VOUCHER MTW PARTICIPATION

#### ACTIVITY NUMBER: C-2

PROPOSED PLAN YEAR: FY2013

IMPLEMENTED PLAN YEAR: FY2015

EFFECTIVE DATE: April 2015

STATUTORY OBJECTIVE: MTW activities to improve housing choices for our residents.

ACTIVITY DESCRIPTION: In FY2013, DSHA proposed to renovate Wexford Village, a 60 unit Low Income Housing Tax Credit (LIHTC) property, in Laurel, Delaware. The property was in the extended use period of a LIHTC agreement and owned by Wexford Village Housing Corporation, a wholly owned nonprofit corporate affiliate of DSHA. DSHA had \$2.4 million in the Housing Choice Voucher Reserves. In addition to the amount from MTW HCV Reserves, DSHA issued a grant of \$582,702 in non-MTW funds, provided a low-interest loan of \$500,000 to the property and arranged for the current deferred mortgage (\$2,036,583) to be interest-free. In addition, twenty (20) existing tenant-based Housing Choice Vouchers (HCV) would be project-based at the property upon completion of renovations and the remaining units will be offered to households with annual incomes between 60% and 80% of area median income. DSHA insured that the terms of PIH Notice 2011-45 in the implementation of this activity. Below was the timeline for the renovations:

#### Wexford Village Timeline

- Resident Meeting – November 5, 2013-Completed
- Bid Opening – November 7, 2013-Completed
- Contract and all paperwork- Completed April 9, 2014
- Notice to Proceed- Completed April 21, 2014
- Construction Period- Completion date end of April 2015

Project was completed per the timeline above.

As a result of the Wexford Village construction completion in April of 2015, this activity was modified from **RENOVATION OF WEXFORD VILLAGE USING MTW HOUSING CHOICE VOUCHER RESERVES** to **WEXFORD VILLAGE PROJECT BASED VOUCHER MTW PARTICIPATION** per HUD guidance in the FY2017 Annual Plan comments. The 20 project-based vouchers at Wexford Village will participate in and required to complete all of the requirements of the DSHA MTW Program. However, Wexford Village Project Based Voucher participants will pay 30% of their adjusted gross income towards rent and utilities instead of 35% like the other DSHA MTW participants. As a result, due to HOME Program requirements at Wexford Village, participants receiving assistance through the Project Based Voucher are not required or capable of contributing to an escrow account since these HOME funds do not allow rent to be calculated over the 30% level. DSHA policies regarding escrow are not applicable to them. Since DSHA wanted these residents to have the opportunity to grow self-sufficient through the MTW program, they do still participant in the MTW case management, financial literacy, etc.

IMPACT: By improving housing choices for our residents, DSHA achieved one of the statutory objectives of the MTW program. After the renovation, Wexford Village added an additional 60

units of affordable housing to DSHA's MTW portfolio, insuring that the apartment community will continue to remain affordable and financially viable for many years to come. In addition, DSHA provides a unique opportunity for mixed-income housing in the community by project-basing 20 existing Housing Choice Vouchers and leasing the remaining 40 units to nonsubsidized families with incomes between 60% and 80% of area median income. This has enabled more families to be served by DSHA's MTW program, over and above the 508 public housing units currently owned and managed by DSHA and the 955 vouchers currently administered by the agency.

DSHA finished construction and lease-up of vouchers is in process.

#### **ACTIVITY METRICS INFORMATION**

The following "Standard HUD Metrics" will be used to quantify the changes/results expected from this activity: SS#1, SS#2, SS#3, SS#4, SS#5, SS#6, SS#7 and SS#8.

Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA is unable to establish accurate baseline performance levels in the FY2016 Annual Report as previously expected. DSHA will establish performance baseline levels in the FY2018 Annual Report.

Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA is unable to establish accurate yearly benchmarks in the FY2016 Annual Report as previously expected. DSHA will establish benchmarks in the FY2018 Annual Report.

The final projected outcomes will be established in the FY2018 Annual Report.

The Easy Housing resident software and manual tracking methods will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

1) Attachment C, Authorizations Related to Section 8 Housing Choice Vouchers Only, Section 1, paragraph e. – Authorization waives certain provisions of Section 8(o)(13) of the 1937 Act and 24C.F.R 983 as necessary to implement the Agency's annual MTW Plan.

2.) Attachment C, Authorization D.7.a, Establishment of an Agency MTW Section 8 Project-Based Program – Authorization waives certain provisions of Section 8(o)(13)(B and D) of the 1937 Act and 24 C.F.R 982.1, 982.102 and 24 C.F.R. Part 983 as necessary to implement the Agency's Annual MTW Plan.

**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**Standard HUD Metrics DSHA Activity C-2 Wexford Village MTW Participation**

***Self Sufficiency***

***SS #1: Increase in Household Income***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average earned income of households affected by this policy in dollars (increase).</b>	Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA will establish performance baseline levels and benchmarks in the FY2021 Annual Report.			

<b><i>SS #2: Increase in Household Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average amount of savings/escrow of households affected by this policy in dollars (increase).</b>	Due to HOME Program funds used in the renovation of Wexford Village, MTW participants at Wexford do not pay more than 30% of their adjusted gross income. As a result, Wexford Village MTW participants are ineligible for the DSHA MTW escrow.			

<b><i>SS #3: Increase in Positive Outcomes in Employment Status</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



(4) Enrolled in Job Training Program (5) Unemployed (6) Other				
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Report the following information separately for each category:	<b>Total MTW Participants for FY</b>	<b><i>*Expected # of households will vary based on MTW participation total. DSHA is able to set % benchmark.</i></b>	<b>Total MTW Participants for FY</b>	
(1) Employed Full-Time	Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA will establish performance baseline levels and benchmarks in the FY2021 Annual Report.			
(2) Employed Part-Time				
(3) Enrolled in an Educational Program				

(4) Enrolled in Job Training Program				
(5) Unemployed				
(6) Other (Temporary Exempt)				

<b><i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA established benchmark based on baseline for FY2016 since implementation occurred in FY2015</b>	<b>FY2016 = 2 households currently receiving TANF; unknown how many received TANF prior</b>	<b>2 households</b>	<b>FY 2020 = 1 households</b>	<b>Outcome under benchmark due to only 1 household was on TANF</b>

<b><i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self-sufficiency (increase).	<b>FY 2016 = 11 out of 20 possible PBV voucher households at Wexford Village are receiving MTW services</b>	<b>20 Wexford Village Households</b>	<b>FY 2020 = 20 out of 20 possible PBV voucher households at Wexford Village are receiving MTW services</b>	<b>Outcome meets benchmark</b>

<b><i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.

Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA will establish performance baseline levels and benchmarks in the FY2021 Annual Report.	
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<b><i>SS #7: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA will establish performance baseline levels and benchmarks in the FY2021 Annual Report.			

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
<b>DSHA defines self-sufficiency for the purpose of this metrics as transitioning from subsidized housing to either homeownership or fair market housing.</b>	Due to voucher lease-up, insufficient program participation time and necessary modifications to the Easy Housing resident software for tracking, DSHA will establish performance baseline levels and benchmarks in the FY2021 Annual Report.			

#### **4.0 (B.) Not Yet Implemented**

DSHA does not have any previously approved activities that have “not yet been implemented”.

#### **4.0 (C.) Activities On Hold**

DSHA does not have any previously approved activities that are “on hold”.

#### 4.0 (D.) Closed Out Activities

REQUIRED ELEMENTS FOR APPROVED ACTIVITIES
ACTIVITY NAME: Resident Homeownership Program (RHP)
ACTIVITY NUMBER: C-1
PROPOSED PLAN YEAR: FY2004
MODIFIED IN PLAN YEAR: FY2011
EFFECTIVE DATE: FY2004
STATUTORY OBJECTIVE: MTW activities to improve housing choices for our residents.
ACTIVITY DESCRIPTION: A Resident Homeownership Program (RHP) was created to provide eligible DSHA Housing Choice Voucher and Public Housing residents the ability to participate in a program to own a home by utilizing Housing Choice Voucher rental assistance towards the payment of a mortgage. The flexibility of the MTW program has been used to make the program accessible to Public Housing residents and other non-MTW participants, including elderly and disabled families, in addition to Housing Choice Voucher residents. <u>Initiated in the FY2004 Annual Plan.</u>
In FY2011, DSHA made changes to the RHP program to reduce the duration of the subsidy from the 15 year period (for non-disabled, non-elderly families), and revise the calculation formula used to determine the amount of voucher assistance. These changes provide a more realistic program for the homeowner as they will be better prepared to assume all responsibility for the mortgage at the end of the subsidy period. Families that currently participate in the RHP program will be grandfathered under the existing subsidy calculation.
<b><u>Update on Program: Effective July 1, 2018, DSHA closed-out the Resident Homeownership Program (RHP):</u></b> As of the FY2019 Annual Plan submission, only six (6) families had participated in the program during the past thirteen (13) years, but only four (4) families were still in compliance and utilizing the RHP. The RHP program had only one new client during the past five (5) years. During the same 13-year period, 205 MTW participants used other first-time homeownership programs to move from the MTW program into homeownership. This includes DSHA's own first-time homeownership low-interest program, which offers lower interest rates, down payment assistance and tax credits, Habitat for Humanity homeownership programs in Kent and Sussex Counties, Milford Housing Corporation Self-Help Program, and FHA/VA Loans. Since the RHP Program did not achieve the desired results for participation, and MTW participants are being better served by other homeownership programs offered by DSHA and other non-profit agencies in Delaware, DSHA proposed in the FY2019 Annual Plan to close-out the activity for future applications. To close out the program, DSHA suspended the RHP program as of July 1, 2018. No new applications were accepted or processed as of this date, and the remaining four (4) participants will continue to receive RHP assistance until the end of their individual contracts. DSHA will continue to work with MTW participants, who are interested in homeownership, utilizing the programs listed above. In addition, MTW participants are also referred to the National Council on Agricultural Life & Labor Fund, Inc. (NCALL) for homeownership counseling and credit preparedness. DSHA held two public

hearings, one in Kent County and one in Sussex County, to solicit public comment on the proposed close-out of the RHP along. No comments or objections were received.

IMPACT: To be able to utilize Housing Choice Voucher to assist eligible participants to purchase a home through this program, especially elderly/disabled (non-MTW) that do not have the opportunity to participate in MTW.

DSHA does not anticipate any changes or modifications to this activity in the upcoming Plan year.

#### **ACTIVITY METRICS INFORMATION**

The following “Standard HUD Metrics” will be used to quantify the changes/results expected from this activity: SS#6, SS#7, SS#8, HC#4 and HC#5.

The baseline performance levels are stated in the metric tables on the following page.

The yearly benchmarks are stated in the metric tables on the following page.

The final projected outcomes are stated in the metric tables on the following page.

The Easy Housing resident software will be utilized to track and identify performance levels and funding.

#### **NEED/JUSTIFICATION/AUTHORIZATIONS FOR MTW FLEXIBILITY**

Attachment C, Section D. Authorizations Related to Housing Choice Voucher Only, Paragraph 8. Homeownership Program (a) and (b), This authorization waives certain provisions of Section 8(o)(15) and 8(y) of the 1937 Act and 24 C.F.R 982.625 through 982.643 inclusive as necessary to implement the Agency’s Annual MTW Plan.



Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

Standard HUD Metrics DSHA Activity C-1 Resident Homeownership Program

*Self Sufficiency*

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
<b>Average amount of Section 8 and/or 9 subsidies per household affected by this policy in dollars (decrease).</b>	<b>\$466</b>	<b>\$386</b>	<b>FY2019 = \$70.00 monthly or \$840 annually</b>	<b>Outcome exceeds benchmark</b>

<b><i>SS #7: Increase in Tenant Rent Share</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Tenant rent share in dollars (increase).	Tenant rent share prior to implementation of the activity (in dollars).	Expected tenant rent share after implementation of the activity (in dollars).	Actual tenant rent share after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Baseline and benchmark established based on FY2014 results.	<b>\$401</b>	<b>\$413</b>	<b>FY2019 = \$412</b>	<b>Outcome meets the benchmark</b>

<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	<b>0</b>	<b>1 within 7 years</b>	<b>0</b>	<b>N/A</b>

## Housing Choice

<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number).	Expected households losing assistance/moving after implementation of the activity (number).	Actual households losing assistance/moving after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	<b>0</b>	<b>1 after 7 years</b>	<b>0</b>	<b>Not until 2020</b>

<b><i>HC #5: Increase in Resident Mobility</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	<b>0</b>	<b>5</b>	<b>5</b>	<b>Outcome meets benchmark</b>

## (V) SOURCES AND USES OF MTW FUNDS

### ANNUAL MTW REPORT

#### A. ACTUAL SOURCES AND USES OF MTW FUNDS

i. **Actual Sources of MTW Funds in the Plan Year**

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

ii. **Actual Uses of MTW Funds in the Plan Year**

The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

iii. **Describe Actual Use of MTW Single Fund Flexibility**

The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

#### ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

The utilization of fungibility of funds available to DSHA through the MTW Agreement was not used in FY2019.

#### B. LOCAL ASSET MANAGEMENT PLAN

i. Did the MTW PHA allocate costs within statute in the Plan Year?

No

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

Yes

iii. Did the MTW PHA provide a LAMP in the appendix?

Yes

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

No changes

## 6.0 ADMINISTRATIVE

### A. Reviews, Audits and Inspections

- No issues were found on HUD reviews, audits and/or physical inspections. See Attachment A for the Annual Statement/Performance and Evaluation Report (HUD 50075.1)

### B. Evaluation Results

- There have been no recent PHA-directed evaluations.

### C. MTW Statutory Requirements Certification

- See Attachment A for the Certification Statement

### D. MTW Energy Performance Contract (EPC) Flexibility Data

- Not Applicable. DSHA does not have EPC's.

## **Attachment A**

### General Order/ Certification Statement

GENERAL ORDER NO. 674

**CERTIFICATION OF COMPLIANCE WITH  
STATUTORY REQUIREMENTS  
OF THE MOVING TO WORK  
ANNUAL REPORT FOR FY2020**

**WHEREAS,** The Delaware State Housing Authority (DSHA) entered into a Moving to Work Restated and Amended Agreement with HUD; and

**WHEREAS,** The Moving to Work Restated and Amended Agreement requires that the Delaware State Housing Authority submit an Annual Report; and

**WHEREAS,** The Moving to Work Restated and Amended Agreement requires certification that DSHA has met the three statutory requirements for the Moving to Work Program; and

**WHEREAS,** The Annual Report shall describe the activities and sources and uses of funding that Delaware State Housing Authority is undertaking through the Moving to Work Program.

**NOW THEREFORE BE IT ORDERED AS FOLLOWS:**

The Delaware State Housing Authority certifies that it has met the following three statutory requirements of:

- 1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income families, and
- 2) Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been expended; and
- 3) 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.

DELAWARE STATE HOUSING AUTHORITY

  
Anas Elam Addi, Director

9/24/2020  
Date



## **Attachment B**

### **Section II:**

## **General Housing Authority Operating Information**

**WAIT LIST EXPLANATIONS/ HISTORICAL TABLES,  
SOURCES AND USES OF FUNDS NARRATIVE**

#### SIGNIFICANT CAPITAL EXPENDITURES BY DEVELOPMENT - FY2020

This section compares FY2020 budgeted capital work with the actual FY2020 Capital Expenditures by property.

ACTIVITY	COMMUNITIES	ORIGINAL BUDGET	REVISED BUDGET	EXPENDED
Playground Equipment Replacement	Clarks Corner			101,202.50
Security Camera Installation	Clarks Corner	114,027.00	136,993.57	136,993.57
Security Camera Installation	Peach Circle	150,000.00	148,937.96	148,937.96
Security Camera Installation	Holly Square	86,276.00	127,082.42	127,082.42
Security Camera Installation	Hickory Tree	150,000.00	179,468.78	161,521.90
Security Camera Installation	Burton Village	125,000.00	138,711.67	115,390.50
Security Camera Installation	Laverty Lane	125,000.00	138,897.99	138,897.99
Grant to RAD Project Project	McLane, Holly, Peach	600,000.00	523,640.89	523,640.89
Management Improvements - Printing and Bid Advertising	Various Sites	8,000.00	1,859.25	1,859.25
Administrative Costs	Authority Wide	112,520.00	169,127.32	169,127.32
<b>Capital Program Totals:</b>		<b>1,470,823.00</b>	<b>1,564,719.85</b>	<b>1,624,654.30</b>

#### DISCUSSION OF THE CAPITAL EXPENDITURE AMOUNTS:

The following are descriptions of the expenditures made during the fiscal year and a status report on Capital Budget activities during FY2020:

- 1. Security Cameras** - New Security Camera systems were replaced at Clarks Corner, Peach Circle, Holly Square, Hickory Tree, Burton Village and Laverty Lane.
- 2. Playground Equipment** - New play area equipment was installed at Clarks Corner.
- 3. Grant to RAD Project** - Funding source for McLane Gardens, Holly Square and Peach Circle.

## 2.0 (C) WAITING LIST INFORMATION

### WAITING LIST INFORMATION

- **Number and characteristics of households on the waiting lists (all housing types) at the end of the plan year:**

The waiting list is a combined list for Housing Choice Voucher Program Vouchers and Public Housing. MTW applicants are provided the type of housing that is available when their name comes to the top of the list. The waiting list has been open since 1991, and DSHA anticipates that it will remain open. Prior to the commencement of MTW, the wait for housing ranged from about 8 months for some bedroom sizes in Public Housing, to about 22 months for a Housing Choice Voucher. Currently, the wait for those with an MTW preference and the elderly/disabled is approximately 18 to 24 months for Public Housing and 30-42 months for the Housing Choice Voucher Program.

DSHA updates the waiting list on a monthly basis, sending annual update letters to applicants based on the month the application was originally received. During an average month, 400 to 500 updates are mailed, with a response rate of less than 50%. The majority of applications removed from the waiting list include those submitted by individuals living outside DSHA's jurisdiction.

DSHA has a web-based application process. This system has made applying for housing more accessible to the general public and has increased the number of out-of-jurisdiction applications.

Previously, DSHA sent out approximately 400-600 letters monthly to families on the waiting list requesting updated status information in order to purge households. In an effort to save staff time and administrative costs, DSHA will only send letters to the top 1000 households on the waiting list every 6 months requesting updated status information.

### Number of Households on the Waiting List by Bedroom Size on June 30, 2020

Combined Public Housing and Housing Choice Voucher Waiting List							
	Total Households		June 2020				
	June 2019	June 2020	1 BR	2 BR	3 BR	4 BR	5 + BR
<b>Family</b>	10,793	12,055	3,408	4,515	3,001	963	168
<b>Elderly/Disabled</b>	4,694	5,157	3,476	822	441	70	348
<b>Total</b>	<b>15,487</b>	<b>17,212</b>	<b>6,884</b>	<b>5,337</b>	<b>3,442</b>	<b>1,033</b>	<b>516</b>

### Race of households on Waiting List being served as of June 30, 2020

Combined Public Housing and Housing Choice Voucher Waiting Lists						
	Total Households	White	Black	Alaskan/ Native American	Asian	Pacific Islander
<b>Number</b>	17,212	5,508	11,188	344	83	79
<b>Percent</b>	100%	32%	65%	2%	<1%	<1%

### Ethnicity of households on Waiting List as of June 30, 2020

Combined Public Housing and Housing Choice Voucher Waiting Lists			
	Total Households	Hispanic	Non-Hispanic
<b>Number</b>	17,212	516	16,696
<b>Percent</b>	100%	3%	97%

### Income of households on the Waiting List as of June 30, 2020

Public Housing and Housing Choice Voucher Waiting Lists					
	Total Households	Less than 30% AMI*	30-50% AMI	50-80% AMI	Greater than 80% AMI
<b>Number of Households</b>	17,212	12,909	3,098	1,033	172
<b>Percent</b>	100%	75%	18%	6%	1%

## V.3.Report.Sources and Uses

### A. MTW Report: Sources and Uses of MTW Funds for the Fiscal Year 2020

#### ACTUAL SOURCES OF MTW FUNDS

FY20 was the 20th year of DSHA's MTW Demonstration. MTW revenue sources for the Delaware State Housing Authority consist of Total Tenant Rental, HUD PHA Operating Grants - Public Housing and Housing Choice Voucher, Capital Grants, Interest Income, and Other Income. Discussed below are the budgeted revenue sources in the FY20 MTW Annual Plan versus actual receipts for the year.

**Total Tenant Rental.** Rental income was budgeted at \$712,900 but actual income was \$770,507. The increase is attributed to an increase in residents' income.

**HUD PHA Operating Grants.** The HUD PHA Operating Grants consists of Public Housing Operating Grant and Housing Choice Voucher.

The agency receives an operating grant for its Public Housing units based on prior year PUM levels increased by inflation rates and utility rates with consumption estimates per DSHA's MTW agreement. The approved subsidy for CY19 was \$3,374,036 and the estimated subsidy for CY20 was \$3,049,000. FY20 is funded by 50% from each of CY19 and CY20. The FY20 actual subsidy revenue receipts of \$2,923,427 were slightly more than the budgeted anticipated subsidy revenue of \$2,771,100.

The grant calculation received each fiscal year for the Housing Choice Voucher Program is described in the MTW Agreement. The HUD approved grant amount for CY19 and CY20 was \$8,736,733 and \$8,976,234 respectively. FY20 is funded by 50% from each of CY19 and CY20. The FY20 budget was calculated using budgeted HAP expense plus 1% plus projected admin expenses which equaled \$8,792,370 while actual budget authority was \$8,944,881. FY20 budget authority was less than anticipated with HUD approving funding for CY19 at 99.5% and for CY20 at 99.4%. FY20 actual funding based on VMS HAP expenses and administrative expenses was \$7,474,400 due to leasing less than 905 vouchers.

**Capital Grants.** In accordance with new guidelines under GAAP, the revenue reported as budgeted is the amount that the agency actually anticipates receiving for all years funded, not the amount that the agency anticipates being awarded in new funds in FFY20. In FY20, revenue received to cover contractual obligations was \$1,624,654. This is more than the budgeted amount of \$932,460.

**Investment Income.** In FY20, Investment Income earned totaled \$2,110 due to MTW Reserves being held in an interest bearing money market account.

**Other Income.** Total other income for the MTW program was \$734,414 which is more than the budgeted amount of \$552,300. Public Housing's other income in the amount of \$173,739 includes \$87,984 in laundry and telephone receipts and maintenance, court, return check and

late fees received from tenants. Also included are forfeited MTW escrow savings in the amount of \$53,855, \$14,350 from Daycare Centers located at Laverty Lane and Hickory Tree and \$17,550 in community building rental at Holly Square.

The Section 8 Voucher Program other income of \$558,454 includes \$357,312 portable income and \$201,133 for forfeitures of MTW escrow savings.

## **ACTUAL USES OF FUNDS**

MTW program expenses for FY20 consist of Total Operating – Administrative, Total Tenant Services, Total Utility, Labor, Total Ordinary Maintenance, Total Insurance Premiums, Total Other General Expenses, HCV Housing Assistance Payments and Capital Grant Expenses. A broad overview of budget versus actual expenditures is listed below.

**Total Operating - Administrative.** The Public Housing Program has administrative expenses to include salaries, legal, staff training/travel, auditing fees, supplies and postage where appropriate. The Public Housing and Capital Fund programs direct charges all salaries pertaining to the program. Administrative expenses in the amount of \$1,333,632 are more than the budget amount of \$765,270 due to using CFP funds for a RAD project.

The Housing Choice Vouchers Program has administrative expenses to include salaries, legal, staff training/travel, auditing fees, supplies and postage where appropriate. Administrative expenses in the amount of \$1,276,470 are greater than the budget amount of \$1,259,050 due to higher than anticipated sundry expenses.

**Total Tenant Expenses.** The Public Housing Total Tenant expense budget in the amount of \$17,100 includes funding for educational and recreational activities for children, self-sufficiency training, internet access at all sites, computer training programs and funding for organized tenant council expenses. There were no tenant council expenses in FY20. Total Tenant Expenses totaled \$11,146. Financial counseling for Public Housing and Section 8 residents is provided in house by DSHA staff.

**Total Utility.** FY20 utilities were budgeted at \$374,650. FY20 utility expenses of \$433,929 were higher than the budget amount.

**Labor.** Labor consists of maintenance salaries of public housing site personnel. FY20 labor was budgeted at \$442,550. FY20 labor expenses of \$410,354 were less than the budgeted amount.

**Total Ordinary Maintenance.** Total Ordinary Maintenance includes materials/supplies, and contractual costs including trash pickup, grass cutting, exterminating and routine painting of empty units at all sites are combined in this category. FY20 ordinary maintenance for Public Housing was budgeted at \$1,077,760. FY20 ordinary maintenance expenses of \$1,336,069 were more than budgeted due to higher than expected contractual services. Public Housing costs of \$1,307,858 were more than the budgeted amount of \$1,047,560.

**Total Insurance Premiums.** Total Insurance Premiums includes insurance coverage costs for

Public Housing and Housing Choice Voucher personnel and properties. Public Housing insurance costs of \$103,084 were less than the budgeted amount of \$168,470. Housing Choice Voucher insurance costs of \$6,398 were more than the budgeted amount of \$2,650.

**Total General Expenses.** Grouped in this area are payments in lieu of taxes to counties and school districts, employee benefit contributions, and collection loss. Expenses were less than the budgeted amount.

**HCV Housing Assistance Payments.** Housing Assistance Payments in the amount of \$7,212,147 were 103% of the budgeted amount of \$7,035,350 due to increasing vouchers issued and increasing per voucher HAP costs.

**Capital Grant Expenses.** Funds from the Capital Fund Program were used for salary and fringe benefit costs for 2 employees, a grant to the RAD project at McLane Gardens, Peach Circle and Holly Square, playground equipment at Clarks Corner, and cameras at Clarks Corner, Peach Circle, Holly Square, Hickory Tree, Burton Village, and Laverty Lane.

## **Actual Sources and Uses of Non-MTW Federal Funds for the Fiscal Year 2020**

### **ACTUAL SOURCES OF NON-MTW FEDERAL FUNDS**

Non-MTW revenue sources for the Delaware State Housing Authority consist of Family Unification Program (FUP) and 2017 Mainstream Voucher Program Funds. In FY20, DSHA received \$344,967 in FUP funds and \$94,314 in 2017 Mainstream funds.

### **ACTUAL USES OF FUNDS**

Non-MTW funds were used to pay Family Unification Program (FUP) expenses in the amount of \$298,526 and 2017 Mainstream expenses in the amount of \$79,683.

## **Describe the Planned vs. Actual Uses of MTW Single-Fund Flexibility**

The ability to combine Public Housing and Housing Choice Voucher funding into a single, block grant funding source has allowed DSHA the flexibility to utilize Housing Choice Voucher reserves for capital improvements up to and above the amount of funding provided by Public Housing Capital Funds. This includes the installation of air conditioning and replacement of heaters in most public housing units and the installation of security cameras at several public housing sites. It has also allowed DSHA to properly maintain and operate its public housing communities in years when overall program funding has been reduced. Additionally, many MTW activities such as resident case management, housing and credit counseling, and other resident services have been provided using combined Public Housing and Housing Choice Voucher funds. Identified and Implemented in initial plan of FY2000.

The utilization of the fungibility of funds available to DSHA through the MTW Agreement was not used in FY2020.

## **V.4.Report.Local Asset Management Plan**

### **B. MTW Report: Local Asset Management Plan**

Purpose: This Local Asset Management Plan has been established pursuant to the requirements of Section 6 of the First Amendment to the MTW Agreement.

Project-Based Management: DSHA has always operated its Public Housing sites utilizing the principles of project-based management. This means that DSHA has a decentralized management of its Public Housing sites with managers and maintenance staff assigned to each and responsible for each site so assigned. The manager at each site therefore has the responsibility for the maintenance of all the facilities through approvals of maintenance work orders and of outside contractors when these need to be called in. Managers are evaluated based upon REAC scores, unit turnovers, tenant account receivables, and other performances measures designed to ensure each site is managed to the highest standards.

Project-Based Budgeting: DSHA has strengthened the role of the Public Housing Managers in the process of establishing budgets for each site. Draft project-based accounting budget vs. actual from the prior fiscal year and tentative allocations for the coming fiscal year (based upon the expected level of HUD subsidy distributed on a per unit basis) are provided to each manager for their review. Each budget line and its assumptions are scrutinized, and then each project budget is reviewed in a meeting with the DSHA Director, the Housing Management Program Administrator, and senior financial staff. After this meeting the project budgets are finalized, which are then rolled into the budget for the MTW Plan submission.

Project-Based Accounting: Project-based accounting reports are provided to managers on a quarterly basis, with monthly expenditure reports provided throughout the year. The quarterly project-based accounting reports and any variance of 10 percent or more are reviewed with senior management staff. Because the mix of families participating in the MTW savings program negatively affects the cash flow of each site, reducing the available revenue through sweeps to MTW savings account, the budgeting process holds site managers harmless with the respect to decreased revenue from this source.

Financial Management: With respect to financial management, DSHA's cost accounting and financial reporting methods are in conformance with OMB Omni-Circular and Generally Accepted Accounting Practices (GAAP). These are no exceptions to HUD guidance. The cost approach for each of the three federal funding sources under MTW is noted below for FY19 and FY20:

	<u>FY19</u>	<u>FY20</u>
Public Housing	Direct charge	Direct charge
Sec. 8 Voucher	Direct charge	Direct charge
Capital Fund	Direct charge	Direct charge



Although DSHA has an approved Indirect Cost Allocation Plan covering the three programs under MTW, it is choosing to direct charge these programs at this time.