

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

**Moving To Work Program  
Annual Report for Fiscal Year 2018**

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## **I. Introduction**

This Annual Report describes the Moving to Work (MTW) Program activities and accomplishments of the Massachusetts Department of Housing and Community Development (DHCD) during Fiscal Year 2018, i.e. the period from July 1, 2017 through June 30, 2018.

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

- 1) Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- 2) Give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and,
- 3) Increase housing choices for low-income families.

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

DHCD's participation in MTW is subject to the terms and conditions of its 2008 Amended and Restated MTW Agreement with HUD. The required form and content of the Annual Report are defined by HUD in HUD Form 50900 "Elements for the Annual MTW Plan and Annual MTW Report." For purposes of this document and the required submission to HUD, an "MTW activity" is defined as any activity that requires MTW flexibility to waive statutory or regulatory requirements. As required, the Annual Report focuses primarily on describing the outcomes of existing approved and implemented MTW activities. Please note that HUD revised the required format for the MTW report beginning with MTW reports due on or after May 18, 2018. Accordingly, DHCD's FY 2018 report reflects the new MTW report format.

### **Long Term Goals & Objectives**

The flexibility afforded to DHCD by its MTW designation continues to have a positive impact on virtually every area of DHCD policy and operations. Overall, DHCD views the use of MTW funding and regulatory flexibility as an essential component to implement the DHCD's long-term goals and objectives among which include:

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

DHCD believes that affordable housing can provide the foundation that allows extremely and very low-income households to enter the economic mainstream and access good jobs and education. Maximizing the value of limited federal program dollars to help families achieve important economic goals, enabling them to move on so that program dollars can help serve additional families is a key goal.

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

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

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

### **Short-Term Goals and Objectives**

During FY 2018, DHCD undertook a range of MTW related and other activities in the Housing Choice Voucher Program which are summarized below.

- DHCD provided rental assistance to a total of 20,418 eligible senior, disabled and other family households through its MTW program.
- DHCD implemented the following new MTW initiatives in FY 2018:
  - Residential Assistance for Families in Transition (RAFT): Short-term financial assistance was provided to families with children who are homeless or at risk of homelessness. In FY 2018, thirty five (35) families received RAFT supported by MTW funds. DHCD expects in FY 2019 more families will be served under this activity, as the contract is already established.
  - A Better Life (ABL): DHCD funded an economic self-sufficiency program, based on an existing, successful program model that provides case management, education and training to residents of state-aided public housing. In FY 2018, four Local Housing Authorities (LHAs), Chelsea, Gloucester, New Bedford and Taunton, received funding, from DHCD's MTW Block Grant service dollars, to support initial program start-up, staffing, and supportive services. LHAs will submit program implementation plans to DHCD in FY 2019, and residents are expected to be enrolled in the program by the end of FY 2019

- Health Starts at Home: DHCD supported an existing program funded by The Boston Foundation (TBF), which focuses on improving health outcomes for low-income children. Eight (8) vouchers were provided to eligible participants in TBF's program in FY 2018 due to slight delay in implementing the program. DHCD expects in FY2019 all 50 vouchers will be issued and leased up under this program.
- Affordable Housing Preservation and Development Fund: DHCD supported, using MTW Block Grant funds, the preservation of just under 100 state aided public housing units at two Local Housing Authorities under this activity. AHPD funds are being used to provide loans to leverage private equity and state-aided public housing capital resources. MTW funds successfully leveraged over \$26M from multiple sources.
- DHCD undertook implementation planning efforts in FY 2018 for the following new MTW initiatives:
  - Expanding Housing Opportunities: Relocation Assistance: DHCD will be utilizing MTW funding flexibility to support redevelopment, at two Local Housing Authorities (LHAs), to preserve existing state-aided low-income housing. The construction at the two awarded LHAs was slightly delayed due to financial feasibility planning of the projects. However, the projects will most likely move forward towards the end of FY 2019, at which point MTW funds will be utilized for relocation costs.
  - Support for Secure Jobs: DHCD will be funding targeted case management and employment supports, in tandem with voucher assistance for fifty (50) eligible program participants. This activity has two components one in which vouchers and services are provided and one in which services only are be provided. In FY 2018 DHCD and its partner agency, the Department of Transitional Assistance, completed a procurement and executed contracts with partnering agencies who will be administering the service component of the program. Vouchers are expected to be issued and services to begin in FY 2019.
- DHCD received HUD approval for a series of modifications and enhancements to its existing Project-Based Voucher program in FY 2018. These modifications provide DHCD with greater flexibility to partner with housing providers and increase the number of affordable units in high opportunity areas.
- DHCD continued to operate its MTW Family Self-Sufficiency (FSS) program in FY 2018. The MTW FSS program promotes asset development and savings among HCV participants Two hundred fourteen (214) new FSS families enrolled in the FSS program, fifteen (15) FSS families received the \$5,000 homeownership incentive payments and one hundred twenty (120) families graduated from FSS in FY 2018. Also in FY 2018 DHCD implemented local versions of the FSS Contract of Participation and Individual Training and Service Plan. Use of these forms allow DHCD to more accurately reflect program requirements and incentives.
- DHCD continued to promote participant self-sufficiency through the Family Economic Stability (FES) Program. The Boston-based program administered by Metropolitan Boston Housing achieved its participation goal of 50 participants and graduated 6 participants in FY 2018. Also in FY 2018, DHCD reviewed rents as a percentage of participant income and, as a result, increased the subsidy for new participants to \$1,100 and \$1,320 based on family size.

- The ongoing Youth Transition to Success Program (YTTSP) included a proposed expansion in FY 2018; however, DHCD instead proposed the expansion portion of the program as its own MTW activity in FY 2019. YTTSP includes referrals from the Department of Children and Families, including eligible youth who may not have previously participated in the FUP AOP program. Since inception, sixteen (16) participants have graduated from YTTSP and nine new referrals were added.
- In FY 2018, DHCD implemented the “other electric” utility allowance to support a model that utilizes usage and weighted electric rates throughout the state. Families, at their next regular recertification, receive a UA for other electricity when and if they are responsible for payment of this utility. This allowance is in addition to the allowance for households that pay for heat.
- DHCD continued to work with HUD, developers, tenant groups and other stakeholders to identify additional appropriate sites and enter into long-term project based contracts thereby preserving affordability. DHCD added 13 new project-based developments to its inventory in FY 2018, representing 77 new units. Eight of these developments were new construction as DHCD continues to improve the rental options and quantity of affordable units across its jurisdiction.
- Previously approved MTW activities related to the owner incentive fund, biennial recertifications and payment standard exceptions continued to be implemented.
- In FY 2018, DHCD closed out its HCV and PBV MTW activities related to reasonable rent redeterminations. Under the Housing Opportunities Through Modernization Act (HOTMA), HUD increased the threshold for redetermining rent from a 5% to 10% decrease in the Fair Market Rent (FMR). As such, DHCD determined that rent redeterminations should be conducted when and if FMRs decrease by 10% or more and no longer required MTW flexibility to waive this requirement.
- Not Yet Implemented Activities
  - Equity Builder Program: In partnership with community development financial institutions and developers, DHCD will establish a Lease-to-Own program to support the goal of providing pathways to homeownership for low-income families. DHCD is currently exploring opportunities to make this program more appealing and incentivize owners to participate. DHCD did not implement this activity in FY 2018. Based on preliminary discussions with owners developers, DHCD believes additional due diligence regarding the financial feasibility of the program is needed. DHCD plans to further explore feasibility aspects and may propose amendments to the activity in the future if needed.
  - Supporting Neighborhood Opportunity within Massachusetts (SNO-Mass) (Previously Your Choice and Opportunity Neighborhoods: DHCD plans to establish the “Supporting Neighborhood Opportunity within Massachusetts” Program in one or more selected neighborhoods in different regions throughout the Commonwealth. The purpose of DHCD’s “SNO-Mass” MTW initiative is to provide significant supports and encouragement to existing voucher participants and/or new voucher holders who wish to move to areas with empirically-documented improved educational systems, job opportunities, social services and other opportunities in the expectation that over time their need for housing and other subsidies will abate or diminish. This activity was approved in 2011. In FY 2018, DHCD conducted an analysis of current voucher holder locations, rental market data and opportunity neighborhoods and selected two Regional Administering Agencies to begin a pilot program under this activity. In FY 2018 DHCD

finalized the program design and procured and contracted with a consultant to begin implementation at the selected pilot sites. The pilot will commence in FY 2019

- Value Vouchers: DHCD plans to implement a new “MTW value voucher” targeted to the homeless and those with disabilities. This initiative will provide a lower cost subsidy than a conventional voucher. Participants will be offered units in privately assisted housing developments where the rental costs are lower (generally by 25% or more) than current HUD published FMRs but still not affordable to very-low and extremely low-income households. This activity was approved by HUD in 2011; however, DHCD has not utilized this flexibility to date and has not established a firm implementation timetable.

## II. General Housing Authority Operating Information

### A. Housing Stock Information

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

#### Actual New Project Based Vouchers

In FY 2018, DHCD entered into Agreements and/or Housing Assistance Payments Contracts for 13 new project-based voucher units under DHCD's Project Based Leasing (PBV) program. A list of new PBV projects and summary descriptions is shown in Table 1 below.

**Table 1 Actual New Project Based Vouchers**

Property Name	Number of Vouchers Newly Project-Based		Status At End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
Parcel 25 Phase 1A, Boston	8	8	Leased/Issued	No	Family. New construction. Five story mixed use building
Ludlow Mill, Ludlow	8	8	Leased/Issued	No	Adaptive reuse of historic mill building 55 and older
Greater Four Corners Stabilization- Pilot, Boston	2	2	Leased/Issued	No	Family scattered site rehab of four buildings
Gateway Residences on Washington, Lynn	7	0	Committed	No	Family. New construction of mixed use building
Coppersmith Village Apartments, Boston	8	0	Committed	No	Family. New construction of 5 story, mixed use building
250 Gull Pond Road, Wellfleet	2	2	Leased/Issued	No	Family. New construction of (3) two unit townhouses
Lenox Schoolhouse, Lenox	4	4	Leased/Issued	No	Existing project changing from Assisted Living to 55 and older
Kaszanek House, Malden	8	8	Leased/Issued	No	Rehab of 11 unit SRO facility with a homeless preference
Washington Street SRO, Malden	6	6	Leased/Issued	No	Rehab of SRO facility (3 story building) preference for disabled
Forest Springs, Great Barrington	0	5	Leased/Issued	No	Family. New construction
Village at Lincoln Park Senior, Dartmouth	0	8	Leased/Issued	No	Senior. New construction
Jewel Crossing, North Attleboro	0	8	Leased/Issued	No	Family mixed income. New Construction
Kennedy Building Apts., Hanover	0	4	Leased/Issued	No	Family. Adaptive reuse of old school building
Goshen Senior Housing, Goshen	0	6	Leased/Issued	No	Senior. New construction
The Kendall Chicopee	0	8	Leased/Issues	No	Existing SRO, 6 units 50% AMI, 2 units 30% AMI

Property Name	Number of Vouchers Newly Project-Based Planned*		Status At End of Plan Year **	RAD?	Description of Project
		Actual			
Total Vouchers Newly Project Based	53	77			

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

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

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

Two of the proposed PB properties were committed but not yet leased/issued in FY 2018. Additionally, there were six properties which were completed and leased/issued sooner than anticipated and which were not part of the FY 2018 MTW Plan.

### Actual Existing Project Based Vouchers

In addition to the new units/developments added to DHCD's PBV program in FY 2018 shown in Table 1, DHCD continued to provide subsidies and provide oversight to 3,258 existing PBV units. Table 2 provides a list of existing PBV projects and summary descriptions, including information on actual unit counts at the end of the Plan Year.

Planned number of PBVs was not included in the FY 2018 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, the actual number of PBVs in FY 2018 was used for the planned number of PBVs as well.

**Table 2: Actual Existing Project Based Vouchers**

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Lincoln Hotel	63	63	Leased/Issued	No	Family units
Salem Harbor	4	4	Leased/Issued	No	Family units
1129 Dorchester Avenue	8	8	Leased/Issued	No	Family and Elderly/Disabled units
1285-1291 Mass Avenue	4	4	Leased/Issued	No	Family units
140 East Street	2	2	Leased/Issued	No	Elderly/Disabled units
14-24 Roach Street	8	8	Leased/Issued	No	Family units
220 Orchard Hill Drive	25	25	Leased/Issued	No	Family and Elderly/Disabled units
32 Kent Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
48 Water Street	6	6	Leased/Issued	No	Units for homeless individuals
885C State Highway	1	1	Leased/Issued	No	Family - New construction - 40B project
Founders Court/979 Falmouth Road	2	2	Leased/Issued	No	Family units
Twelve Summer Street	4	4	Leased/Issued	No	Family units
YMCA	30	30	Leased/Issued	No	Elderly/Disabled units; two units for homeless individuals
1202 Commonwealth Avenue	6	6	Leased/Issued	No	Units for homeless individuals

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
1740 Washington Street	8	8	Leased/Issued	No	Units for homeless individuals
19 Hancock Street	3	3	Leased/Issued	No	Units for homeless individuals
28 Mount Pleasant Street	2	2	Leased/Issued	No	Units for homeless individuals
32 Old Ann Page Way	2	2	Leased/Issued	No	Family and Elderly/Disabled units
430-436 Dudley Street	3	3	Leased/Issued	No	Units for homeless individuals
4-6 Ashland Street	3	3	Leased/Issued	No	Units for homeless individuals
82 Green Street	10	10	Leased/Issued	No	Units for homeless individuals
Reviviendo	3	3	Leased/Issued	No	Units for homeless individuals; 105 Newbury Street, 105 Haverhill Street, 60 - 62 Newbury Street, 10 Jackson Terrace
Russell Terrace	2	2	Leased/Issued	No	Units for homeless individuals
Salem Heights	72	72	Leased/Issued	No	Family units
Westfield Hotel	5	5	Leased/Issued	No	Supportive services
40A Nelson Avenue	3	3	Leased/Issued	No	Family units
58 Harry Kemp Way	4	4	Leased/Issued	No	Family units
Hillside Village	16	16	Leased/Issued	No	Family units
Acushnet Commons	3	3	Leased/Issued	No	Family units
Amory Street/10 and 20 Amory Avenue	10	10	Leased/Issued	No	Family units
Bethany Hill School	10	10	Leased/Issued	No	Family units
Boston YWCA	20	20	Leased/Issued	No	Units for homeless individuals
Conant Village	15	15	Leased/Issued	No	Family units
Marshall Place Apartments	8	8	Leased/Issued	No	Elderly/Disabled units
Pelham House	3	3	Leased/Issued	No	Elderly/Disabled units
Residences at Stonybrook	4	4	Leased/Issued	No	Family units
Ruggles Assisted Living	35	35	Leased/Issued	No	Supportive services
Westhampton Senior	3	3	Leased/Issued	No	Elderly/Disabled units
Westport Village Apartments	12	12	Leased/Issued	No	Elderly/Disabled units
Zelma Lacey Mishawum	20	20	Leased/Issued	No	Supportive services
Cordovan at Haverhill Station	8	8	Leased/Issued	No	Family units
Earle Street	15	15	Leased/Issued	No	Family units; supportive services
Familias Unidas	8	8	Leased/Issued	No	Supportive services
Fina House	7	7	Leased/Issued	No	Family units
Four Addresses in Arlington/Summer Broadway Bow Webster	4	4	Leased/Issued	No	Family units; 29 Bow Street, 288B Summer Street, 77 Webster Street, 222 Broadway
Harbor Cove/63 Washington Avenue	24	24	Leased/Issued	No	Supportive services
Paradise Pond Apartments	8	8	Leased/Issued	No	Family units
Squantum Gardens/The Moorings	39	39	Leased/Issued	No	Elderly/Disabled units
Village at Hospital Hill	8	8	Leased/Issued	No	Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Whipple School Annex	8	8	Leased/Issued	No	Elderly/Disabled units
Winter Street	13	13	Leased/Issued	No	Family - Workforce rental housing
1-7 Piedmont Street	3	3	Leased/Issued	No	Elderly/Disabled units
Baker Street	20	20	Leased/Issued	No	Family units
Bliss School	8	8	Leased/Issued	No	Family units
Janus Highlands	8	8	Leased/Issued	No	Family units
Lafayette Housing	8	8	Leased/Issued	No	Family units; 10 Congress Street, 3-13 Prince Street Place
Morgan Woods/Pennywise Path	6	6	Leased/Issued	No	Family units
Pine Woods	5	5	Leased/Issued	No	Family and Elderly/Disabled units
TILL Building	5	5	Leased/Issued	No	Family units
46-48 School Street	2	2	Leased/Issued	No	Family units
48-64 Middlesex Street	6	6	Leased/Issued	No	Family units
5 Benefit Street	4	4	Leased/Issued	No	Family units
9 May Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Barnstable Senior/Lombard Farm	8	8	Leased/Issued	No	Elderly/Disabled units
Coolidge School Apts.	4	4	Leased/Issued	No	Elderly/Disabled units
Doe House	5	5	Leased/Issued	No	Units for homeless individuals
Grandfamilies House	8	8	Leased/Issued	No	Supportive services
Prospect Hill	4	4	Leased/Issued	No	Family units
Salem Point LP/Harbor, Ward, Peabody Streets	7	7	Leased/Issued	No	Family units; 43, 57-59, 64 Harbor; 43 Ward; and 38 Peabody Street
Sanford Apartments	5	5	Leased/Issued	No	Family units
Sirk Building	8	8	Leased/Issued	No	Family units
St. Joseph's Apartments	4	4	Leased/Issued	No	Family units
Village at Hospital Hill II <i>Part of Phase I</i>	8	8	Leased/Issued	No	Elderly/Disabled units
109 Gilman Street	1	1	Leased/Issued	No	Family unit
447 Concord Road	4	4	Leased/Issued	No	Family units
470 Main Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Barnstable Family/Kimber Woods	7	7	Leased/Issued	No	Family units
Capen Court	8	8	Leased/Issued	No	Elderly/Disabled units
Granite Street Housing	5	5	Leased/Issued	No	Supportive services
High Rock Homes	8	8	Leased/Issued	No	Family units
Hillside Avenue	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Kensington Court @ Lakeville Station	8	8	Leased/Issued	No	Family units
Loring Towers	8	8	Leased/Issued	No	Family units
Palmer Cove	6	6	Leased/Issued	No	Family and Elderly/Disabled units, supportive services
Renwood-PWA Ltd. Part./158 Walnut Avenue	8	8	Leased/Issued	No	Supportive services

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Renwood-PWA Ltd. Part./36 Edgewood Street	3	3	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./526 Mass. Avenue	7	7	Leased/Issued	No	Supportive services
Residences at Canal Bluff	3	3	Leased/Issued	No	Family units
Spencer Green	8	8	Leased/Issued	No	Family and Elderly/Disabled units
St. Polycarp I	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Wilber School	8	8	Leased/Issued	No	Family units
1060 Belmont Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Acre High School Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Borinquen Apartments (formerly Villa Borinquen)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Cabot Street Homes	8	8	Leased/Issued	No	Elderly/Disabled units
Cutler Heights	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Freedom Village	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Hayes	4	4	Leased/Issued	No	Elderly/Disabled Units
Ocean Shores	8	8	Leased/Issued	No	Elderly/Disabled units
Reed House Annex	8	8	Leased/Issued	No	Supportive services
Sacred Heart	8	8	Leased/Issued	No	Elderly/Disabled units; 23 Hawley Street, 30 Groton Street, 32 Groton Street
Saunders School Apartments	16	16	Leased/Issued	No	Supportive services
Southgate Place	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Row	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Thankful Chase	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Tri-Town Landing I	8	8	Leased/Issued	No	Family units
Village at 815 Main	5	5	Leased/Issued	No	Family units
154-168 Eagle Street	8	8	Leased/Issued	No	Family units; supportive services
580 South Summer Street	12	12	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
6 Fort Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Bowers Brook	4	4	Leased/Issued	No	Elderly/Disabled units
Capital Square Apartments	8	8	Leased/Issued	No	Family units
Cumber Homes Apartments/Cumberland and Dwight	8	8	Leased/Issued	No	Family units
Firehouse Place	4	4	Leased/Issued	No	Family and Elderly/Disabled units
Hearth at Olmstead Green	15	15	Leased/Issued	No	Elderly/Disabled units
Holcroft Park Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units; 30 Mill Street; 10, 22, 30 Grant Street
Ingraham Place	8	8	Leased/Issued	No	Supportive services
King Street	5	5	Leased/Issued	No	Supportive services

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Mayhew Court	12	12	Leased/Issued	No	Family units
Powderhouse Village	8	8	Leased/Issued	No	Elderly/Disabled units
Putnam Green	8	8	Leased/Issued	No	Family units
St. Polycarp-Phase II	8	8	Leased/Issued	No	Family units
Steven's Corner	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Union Crossing	8	8	Leased/Issued	No	Family units
Unity House	8	8	Leased/Issued	No	Family units; supportive services
Veterans Park Apartments/Schoolhouse Green	8	8	Leased/Issued	No	Elderly/Disabled units
Village Green Phase II	8	8	Leased/Issued	No	Family - New construction - Phase II - PBVs are at 30% AMI
Washington Square	8	8	Leased/Issued	No	Family and Elderly/Disabled units
75 Cross Street	8	8	Leased/Issued	No	Supportive services
Clay Pond Cove	8	8	Leased/Issued	No	Family units
Depot Crossing	8	8	Leased/Issued	No	Family units
Fitchburg Place	8	8	Leased/Issued	No	Elderly/Disabled units
Highland Terrace	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Holcroft Park Homes Phase II	8	8	Leased/Issued	No	Family and Elderly/Disabled units
KGH Phase 4	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Kings Landing	78	78	Leased/Issued	No	Expiring Use Project - Family - 78 out of 108 EVs converted to PBVs
North Village	134	134	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing; 12 townhouse-style buildings
Old High School Commons	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Oscar Romero	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Rice Silk Mill	5	5	Leased/Issued	No	Family units
Sudbury	11	11	Leased/Issued	No	Family units; 41 Great Road, 56 Great Road, 11 Ford, 19 Greenwood, 10 Landham
Summerhill Glen	89	89	Leased/Issued	No	Expiring Use Project - Family - 89 out of 120 EVs converted to PBVs
Tapley Court	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Wadleigh House	7	7	Leased/Issued	No	Supportive services
Water Mill (formerly Whitney Carriage)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Wilkins Glen	82	82	Leased/Issued	No	Expiring Use Project - Family - 82 out of 103 EVs converted to PBVs
Winter Gardens	6	6	Leased/Issued	No	Family and Elderly/Disabled units
57 Main Street	4	4	Leased/Issued	No	Family - PHA-owned rehab of three-story, mixed-use building
Ames Shovel Works/Main and Oliver Streets	8	8	Leased/Issued	No	Family - Substantial rehab of historic factory complex
Austin Corridor II	5	5	Leased/Issued	No	Family - Substantial rehab of six separate buildings

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Benfield Farms/South Street	5	5	Leased/Issued	No	Elderly - New construction facility for the elderly
Commonwealth Apartments	88	88	Leased/Issued	No	Expiring Use Project - Family - 88 out of 106 EVs converted to PBVs
Conifer Hill Commons II	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Conifer Hill Commons Phase I	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Edmands House	59	59	Leased/Issued	No	Expiring Use Project - Family - 59 out of 68 EVs converted to PBVs
Hadley Building	8	8	Leased/Issued	No	Family - Historic rehab of former furniture store
Home Together	4	4	Leased/Issued	No	Family - New construction of two duplex buildings
Hope in Action	49	49	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - seven scattered sites/two towns
McCarthy Village/Whittlesey Village	12	12	Leased/Issued	No	Family - New construction of six duplexes on surplus housing authority land
Middlebury Arms	49	49	Leased/Issued	No	Expiring Use Project - Family - 49 out of 62 EVs converted to PBVs
Paige Apartments	8	8	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Sally's Way	4	4	Leased/Issued	No	Family - New construction of six buildings on town-owned land (99-year lease)
Spring Hill	37	37	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Meadow	52	52	Leased/Issued	No	Expiring Use Project - Family - 52 out of 98 EVs converted to PBVs
St. Joseph's Redevelopment	8	8	Leased/Issued	No	Family (3 units) and Disabled (5 units) - New construction of four-story, mixed-use building
St. Polycarp-Phase III	8	8	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - New construction of three-story building
Stage Coach Residences	6	6	Leased/Issued	No	Family (4 units) and Disabled (2 units) - New construction/surplus PHA land
Unquity House	139	139	Leased/Issued	Yes	RAD (Rent Supp) - Existing Elderly Housing - one high rise
Veteran's Supportive Housing/1323 Broadway Street	7	7	Leased/Issued	No	Supportive Housing - Homeless veterans; rehab of former nursing home
Westhampton Woods/Senior Housing-Phase II	2	2	Leased/Issued	No	Elderly - New construction of four duplex buildings
Woods at Wareham	19	19	Leased/Issued	No	Expiring Use Project - Family - 19 out of 22 EVs converted to PBVs

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
YWCA Market Street	4	4	Leased/Issued	No	Family - Rehab of an existing five-unit building plus a new addition for five units
108 Newbury Street	4	4	Leased/Issued	No	Family - New construction of four-story building
525 Beach Street	7	7	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - new construction of four-story building
Ames Privilege 2	4	4	Leased/Issued	No	Family - Substantial rehab of historic mill complex
Armory Street Apartments	1	1	Leased/Issued	No	Disabled - PBV unit reserved for disabled; new construction of four-unit building
Bellingham Hill Family Homes	7	7	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Breezy Acres Expansion/Great Cove Community	8	8	Leased/Issued	No	Family - New construction of five duplex buildings
Coolidge at Sudbury	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction of four-story building
Cottage Square	8	8	Leased/Issued	No	Family - Adaptive reuse of former mill (four stories)
Counting House Lofts	6	6	Leased/Issued	No	Family - Adaptive reuse of historic mill (six stories)
First Lowell	30	30	Leased/Issued	No	Expiring Use Project - Family - 30 out of 37 EVs converted to PBVs
Highland Village	110	110	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Jackson Commons	8	8	Leased/Issued	No	Family - New construction of four-story building
Marion Village Estates/Front Street/Route 105	8	8	Leased/Issued	No	Family - New construction of two buildings/two stories
Olympia Oaks	8	8	Leased/Issued	No	Family - New construction; 11 buildings
Outing Park I	94	94	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Outing Park II	81	81	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Pilot Grove Apartments II	7	7	Leased/Issued	No	Family - New construction of five townhouse buildings
Sitkowski School	8	8	Leased/Issued	No	Elderly - Substantial rehab of former school
Spring Gate	181	181	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Winthrop Apartments	8	8	Leased/Issued	No	Elderly - New construction of four-story building
165 Winter Street	3	3	Leased/Issued	No	Family - Substantial rehab of historic former school
66 Hudson at One Greenway	8	8	Leased/Issued	No	Disabled - PBV units reserved for disabled; new construction of 10-story high-rise

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
86 Dummer Street	2	2	Leased/Issued	No	Family - New construction of rental in a three-story building
Bedford Green Apts.	69	69	Leased/Issued	No	VASH PBV rental on VA campus
Carpenters Glen	8	8	Leased/Issued	No	Family - Rehab of existing townhouse-style development
Chestnut Park Apartments	8	8	Leased/Issued	No	Family - Adaptive reuse of former church and school; 85, 95, 57-60 Chestnut Street, 218 Hampden Street
Dalton Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of existing multifamily housing; 11 separate buildings
East Howard Street/Veterans Housing	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; new construction, one building
Kendrigan Place	8	8	Leased/Issued	No	Family - Rehab of existing six-story building
Loft @ 30 Pines (formerly Heywood Wakefield 4)	8	8	Leased/Issued	No	Family - Substantial rehab of historic former mill
Malden Mills Phase II	7	7	Leased/Issued	No	Family - Adaptive reuse of historic mill building into 62 units
Mashpee Village Phase II	8	8	Leased/Issued	No	Family - Rehab of existing affordable housing; 51 garden-style buildings
Melpet/Route 134 Community Housing	7	7	Leased/Issued	No	Family - New construction of eight farmhouse-style buildings
North Bellingham Veterans Home	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; substantial rehab of legion post
One Beach	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; four stories/elevator
Prichard Academy	2	2	Leased/Issued	No	Family - Rehab of two four-story buildings
The Flats @ 22 (formerly Standard Box Apartments)	5	5	Leased/Issued	No	Family and Disabled - Four units reserved for disabled; new construction/townhouse style
Tri-Town Landing	8	8	Leased/Issued	No	Family - New construction on site of former drive-in
Tri-Town Landing II	8	8	Leased/Issued	No	Family - New construction of three-story building; former drive-in
Village at Lincoln Park	3	3	Leased/Issued	No	Family - New construction on former amusement park site
Village Center/Haydenville	6	6	Leased/Issued	No	Family - Rehabilitation of seven scattered site buildings: 11, 13 South Main Street; 1 North Main Street; 148 Main Street; 12 Williams Street; 397 Main Road; Chesterfield
Village Green Phase I	6	6	Leased/Issued	No	Family - New construction of two three-story buildings
Worcester Loomworks 2	8	8	Leased/Issued	No	Family - New construction (55 units); former mill site
181 Washington Street	8	8	Leased/Issued	No	Family - New construction of four-story, mixed-use building
75 Amory Avenue	8	8	Leased/Issued	No	Family - New construction rental PBVs at 30% AMI
Berkshire Peak (formerly Riverview Homes)	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction

Property Name	Number of Project-Based Vouchers		Status at End of FY 2018	RAD? (Yes)	Description of Project
	Planned*	Actual			
Bridgeview Center	8	8	Leased/Issued	No	Family and Disabled - New construction of mixed-use, multi-story building
Chapin School Veterans Housing	43	43	Leased/Issued	No	Adaptive reuse of former school for Veterans
Congress Street Residences	8	8	Leased/Issued	No	Family - New construction; Dow, Palmer, Congress, Perkins, Ward Streets
Duck Mill/Union Crossing Phase II	8	8	Leased/Issued	No	Family - Adaptive reuse of historic mill; PBVs serve 30% AMI families
Fitchburg Yarn Mill	8	8	Leased/Issued	No	Family units
Island Creek North	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; one four-story building
Island Creek North/Age Unrestricted	8	8	Leased/Issued	No	New construction - One four-story building; fitness center/community room
Montello Welcome Home	8	8	Leased/Issued	No	Supportive Housing - Homeless preference; new construction of 20-unit building (+1-2units)
Oxford Ping on 3-4 Ping Street	4	4	Leased/Issued	No	Disabled - New construction of 10-story (w/elevator) building: PBV units reserved for disabled
Residences at Stonybrook Phase II	8	8	Leased/Issued	No	Family - New construction of seven townhouse-style buildings
RTH Riverway	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction of 10-story building
Shoe Shop Place	5	5	Leased/Issued	No	Family - Adaptive reuse of an old mill creating rental housing
Stable Path Residences	5	5	Leased/Issued	No	Family - New construction of 10 buildings (2- and 3-bedroom townhouses)
Tenney Place Phase I	8	8	Leased/Issued	No	Family - New construction of two buildings
48 & 52 Franklin St & 348 Chestnut St	24	24	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Puerta de la Esperanza	27	27	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
<b>Total Actual Existing Project-Based Vouchers</b>	3258	3258			

\*Planned number of PBVs was not included in the FY 2018 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, use the actual number of PBVs in FY 2018 for the planned number of PBVs as well.

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

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

As stated above, planned number of PBVs was not included in the FY 2018 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, there are no differences between the planned and actual number of PBVs, as the actual number of PBVs in FY 2018 was used for the planned number of PBVs as well.

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

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

### General Description of Actual Capital Fund Expenditures During the Plan Year

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

### B. Leasing Information

#### Actual Number of Households Served

DHCD provided housing assistance to approximately 20,418 households in FY 2018 through the HCV MTW program.

**Table 3: MTW Households Served Planned vs. Actual**

Number of Households Served Through	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	NA	NA	NA	NA
MTW HCV Utilized***	248,688	244,311	20,724	20,359
Local, Non-Traditional: Tenant-Based	2,220	708	185	59
Local, Non-Traditional: Property-Based	1,200	1,164	100	97
Local, Non-Traditional: Homeownership				
<b>Planned/Actual Totals</b>	<b>252,108</b>	<b>246,183</b>	<b>21,009</b>	<b>20,515</b>

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

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

\*\*\*MTW HCV Utilized includes MTW tenant based vouchers that have been project-based, RAD units, preservation units, TPV's, One Year Mainstream, FUP after 2008 MTW vouchers.

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

#### Describe any differences between the planned and actual households served:

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

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

**Table 4: Local, Non-Traditional Housing Programs**

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households Served*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Family Economic Stability Program (FESP)	600	636	50	53
Tenant-Based	Youth Transition to Success Program (YTTSP)	1,620	72	135	6
Tenant-Based	Expanding Housing Opportunities: Relocation Assistance	0	0	0	0
Property-Based	Affordable Housing Preservation and Development Fund	1,200	1,164	100	97
Homeownership	NA	N/A	N/A	N/A	N/A
	<b>Planned/Actual Totals</b>	3,420	1,872	285	156

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

^^Planned number households served for Local, Non-Traditional categories, by MTW Activity, was not required in the previous HUD Form 50900 and therefore was not included in the FY 2018 Annual Plan. Actual numbers were used for the planned numbers in this report. Moving forward, planned numbers will be included in Annual Plans.

**Table 5: Local, Non-Traditional Service Programs**

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Rental Assistance for Families in Transition (RAFT)	3	35
Support for Secure Jobs Initiative (Services Only)	0	0
A Better Life Program Model	0	0

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	DHCD’s utilization rate is at 98%. In some of DHCD’s jurisdictions, i.e. Boston, the rental market is such that the supply of affordable units does not meet the demand. Accordingly it is difficult to maintain 100% utilization.
Local, Non-Traditional	YTTSP leasing numbers were lower than anticipated due to the delayed start of the referral program from agencies outside of DCF, as well as the delays in leasing as a result of the tight rental market in the Boston area.

**C. Wait List Information**

**Actual Waiting List Information**

**Table 6: Waiting List Information at Fiscal Year End**

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Open, Partially Open or Closed	Was the Waiting List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	Other	118,913	Open	Yes

Tenant-Based Local Non-Traditional MTW Housing Assistance Program	Other	31	Open	Yes
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**Describe any duplication of applicants across waiting lists:**

There is no duplication across waiting lists

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

<b>Waiting List Name</b>	<b>Description of Actual Changes to Waiting List</b>
There were no changes in the waiting list during FY 2018	N/A

**D. Information on Statutory Objectives and Requirements**

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

**75% of Families Assisted are Very Low Income**

**Table 7: Local Non-Traditional Households and Income Levels**

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80% - 50% Area Median Income	0
49% - 30% Area Median Income	3
Below 30% Area Median Income	7
<b>Total Local, Non-Traditional Households Admitted</b>	<b>10</b>

**Maintain Comparable Mix**

**Table 8: Baseline for the Mix of Family Sizes Served**

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

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

**Explanation for Baseline Adjustments to the Distribution of Household sizes Utilized**

N/A
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**Table 9: Mix of Family Sizes Served (in Plan Year)**

Family Size	Baseline Mix Percentage*	Number of Households Served in Plan Year^	Percentage of Households Served in Plan Year^^	Percentage Change from Baseline Year to Current Plan Year
<b>1 Person</b>	31%	8625	39%	8%
<b>2 People</b>	24%	5349	24%	0%
<b>3 People</b>	22%	4013	18%	4%
<b>4 People</b>	14%	2335	11%	3%
<b>5 People</b>	6%	1075	5%	1%
<b>6+ People</b>	3%	653	3%	0%
<b>Totals</b>	100%	22,050**	100%	

\*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 variance in households served shown in Tables 3 and 9 is due to the methodology used to populate each table. Table 3 represents the total number of unit months leased divided by 12, and therefore is an average of total households served; Table 9 represents all households that have been served through the fiscal year. Additionally, there are 22 families for which household member data was not available.

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

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

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

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

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

**Table 10: Transition to Self Sufficiency**

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Definition of Self Sufficiency
Support for the Secure Jobs Initiatives: Vouchers and Services, Activity 2018-3 **	0	Completion of IEP
Support for the Secure Jobs Initiatives: Services Only, Activity 2018-4 **	0	Completion of IEP
A Better Life Program Model, Activity 2018-5**	0	Graduation on completion of the service plan
Family Economic Stability Program, 2000-1	6	Graduation from the FES program
Biennial Recertification Process, 2011-4	123	Households who were EOPd at zero HAP
Youth Transition to Success, 2011-5	1	Graduation from YTTS program
Family Self Sufficiency Program Enhancements, 2012-5	120	Graduation from FSS
Rent Simplification, 2015-1***	123	Households who were EOPd at zero HAP
Total Households Transitioned to Self Sufficiency	373	
*Figures should match the outcome reported where metric SS#8 is used in Section IV of this MTW Annual Report		
** Programming planning took place in FY 2018. Where program participation has commenced, program completion did not take place in FY 2018.		
***DHCD has indicated that it does not believe the Self-Sufficiency metrics are applicable to this activity. However, HUD has required their use. The 123 households are duplicated in the Biennial Recertification Activity.		

### **III. Proposed MTW Activities**

All proposed activities that have been granted approval by HUD are reported on in Section IV as ‘Approved Activities’.

## **IV. Approved MTW Activities**

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

### **A. Implemented Activities**

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

##### **Description/Update**

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

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

- Receive, or have received in the past 12 months, public assistance: TAFDC, EA, SNAP; and
- Are committed to maintaining employment and agree to provide information to assess the effectiveness of the program; and
- In the Boston component only, families who are working at least part-time, who are imminently employed, or who are enrolled in a full-time job training program.

To date, two RRAs have implemented FES programs: RCAP Solutions in Worcester, MA and Metro Housing|Boston (formerly METRO HOUSING BOSTON) in Boston, MA. All RCAP participants have graduated from the FES program and RCAP longer enrolls participants in the FES program. Metro Housing|Boston is the only RAA with participants currently enrolled. Metro Housing|Boston's goal is to maintain enrollment of 50 households in their FES program. The FES program currently has a waitlist of 31 households.

##### **Approval and Implementation**

- Approved FY 2000
- Implemented FY 2001

##### **Impact**

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

At the close of the fiscal year, the FES program had forty eight (48) participants plus two families who were pending lease-up. During FY 2018 53 FES participants received services and subsidies under the program. Seven (7) new participants leased up in the program and there were six (6) FES program graduates in FY 2018.

One FES program family stated, at the onset of their participation, their mission was to leave the program as homeowners. In their determination to make that dream a reality, they participated in

numerous training and education programs. One family member completed the Pharmacy Tech program and obtained her license – a goal that greatly enhanced her employability. Another family member, an electrical apprentice, obtained his Electrical Tech license which resulted in a salary increase from \$31,000 to over \$55,000/year. Participation in financial education classes and application of the principles of budgeting and savings, this same family achieved a credit score of over 720. Upon graduation from FES this family will be ready for homeownership.

**Hardship**

There were two (2) households who requested a hardship from the reduction in subsidy at the end of FY 2018. Both families contend to be rent burdened because of financial hardships related to employment and health. DHCD requested additional information which had not yet been provided by the families by the close of the fiscal year. DHCD will report on outcome in the next MTW report.

**Actual Non-Significant Changes**

In FY 2018, in response to rising housing costs, DHCD increased starting subsidies to \$1,100 and \$1,320 (based on family size). This change represents a 10% increase over the current starting subsidy. DHCD did not increase subsidies for existing FES participants.

**Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

**Challenges In Achieving Benchmarks & Possible Strategies**

The tenant rent to owner, escrow, education and mobility benchmarks did not reach forecasted levels; however; tenant rent to owner increased over 13% and average earned income increased 7% between FY 2017 and FY 2018. These indicators support measurable progress in meeting the program goals. Participation in career planning and financial literacy coaching are mandatory for continued eligibility in FES. DHCD does not identify these courses in the education/training metric; however, all participants must attend these classes.

**Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

**Metrics**

<i>CE #4: Increase in Resources Leveraged*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$0.00	\$0.00	N/A
<i>* This metric has been required by HUD. DHCD does not leverage funds in connection with this activity and does not consider this metric applicable to this activity.</i>				
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$18,937	\$27,957	\$30,052	Yes
<i>SS #2: Increase in Household Savings</i>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of <b>escrow</b> of households affected by this policy in dollars (increase).	\$0.00	\$1,914	\$1,305	No
Average amount of <b>savings</b> of households affected by this policy in dollars (increase).	\$0.00	\$381	\$2,289	Yes
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	1 participant	10 participants	9 participants*	Yes
	1% of participants	20% of participants	17% of participants	
Other - Employed	85 participants	40 participants	43 participants*	Yes
	99% of participants	80% of participants	83% of participants	
Other - Education/Job Training **	0 participants	8 participants	4 participants	No
	0% of participants	16% of participants	8% of participants	
*Calculated using 52 workable households. There were 53 total households enrolled in the program during the fiscal year.				
**Participation in education is required only at some point in the program. Totals will vary based on when current participants participate in their required education component.				
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	4 households in FY 2015	7 households	6 households	Yes
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	50 households	53 households	Yes
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$450 in FY 2015	\$1,133	\$1,040	Yes
<b>SS #7: Increase in Agency Rental Revenue*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	\$473 in FY 2015	\$674*	\$653	No

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

***SS #8: Households Transitioned to Self Sufficiency\****

<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).	0 households	0 households*	6 household	Yes

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

***HC #5: Increase in Resident Mobility***

<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).	0 households	5 households in FY 2018	3 households	No

***HC #6: Increase in Homeownership Opportunities***

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households that purchased a home as a result of the activity (increase).	0 households	0 households	0 households	Yes

## Activity 2010-1: PBV Site Based Waiting Lists

### Description/Update

Under this initiative, DHCD authorizes owner/managers of PBV developments to be responsible for all PBV waiting list intake and management functions for their development. Applicants contact the owner/manager of a specific development in order to file an application and applicant files and the waiting list itself are maintained at the development site. Owner/managers are responsible for contacting and screening applicants who come to the top of the waiting list, collecting all needed information from the applicant, and then forwarding the applicant to the RAA for eligibility determination and processing.

### Approval and Implementation

- Approved FY 2010
- Implemented FY 2013

### Impact

The FY 2017 MTW report, which is completed after the FY 2018 MTW Plan, included an update to the number of owner managed PBV waiting lists. Adding the 13 new PBV contracts which came on line in FY 2018, there were 111 owner managed PBV site based waiting lists at the end of FY 2018. The 13 new PBV contracts represent 77 new PBV units. All new PBV developments utilize SBWLs unless they request to opt-out. At the close of FY 2018, 2,113 units were managed through owner-managed site-based waiting lists.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

Benchmarks for this activity were achieved.

### Changes to Metrics

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$5,142	\$3,096 58 units with SBWL turnover	\$9,525 179 units with SBWL turnover	Yes
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	283 hours	160 hours	492.25 hours	Yes

## Activity 2010-2: Payment Standard Exceptions

### Description/Update

Under this MTW initiative, DHCD is authorized to approve any documented and reasonable exception to payment standards as a reasonable accommodation for HCV households with disabled household members without HUD approval.

This policy is utilized without regard to the percentage increase requested over the payment standard. Generally, DHCD will not impose a limit on the number of exception payment standards; however, DHCD reserves the right to limit the number of payment standard exceptions when and if budgetary issues arise.

### Approval and Implementation

- Approved 2010
- Implemented FY 2010

### Impact

In FY 2018, DHCD received and approved nine (9) reasonable accommodation (RA) payment standard (PS) exceptions. While DHCD received and approved more RA PS exception requests than anticipated, the resulting outcome is that DHCD was able to assist more disabled households to find units that address their disability related needs.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

Agency cost and staff time savings metrics for this activity are based on an anticipated number of RA PS exception requests. DHCD has no way to accurately forecast the number of RA PS exception requests and as such DHCD does not feel that the required metrics should be an index for success of this activity.

### Changes to Metrics

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### Metrics

<i>HC #5: Increase in Resident Mobility*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households	9 households	Yes
<i>CE #1: Agency Cost Savings*</i>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	<b>Time to process request:</b> 1.5 hours <b>FY 2011 Requests:</b> 3 <b>Staff hourly rate:</b> \$18.17 <b>Total cost of time prior to implementation:</b> \$82.00	<b>Time to process request:</b> .75 hours <b>FY 2018 Requests:</b> 5 <b>Staff hourly rate:</b> \$19.35 <b>Total cost of time after implementation:</b> \$72.56	\$131	No. DHCD received more requests than anticipated in FY 18.
<i>CE #2: Staff Time Savings*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	<b>Time to process request:</b> 1.5 hours <b>FY 2011 Requests:</b> 3 <b>Total time prior to implementation:</b> 4.5 hours	<b>Time to process request:</b> .75 hours <b>FY 2018 Requests:</b> 5 <b>Total time after implementation:</b> 3.75 hours	6.75 hours	No. DHCD received more requests than anticipated in FY 18
*These metrics include payment standard exception requests that were granted as a reasonable accommodation.				

## **Activity 2010-3: Owner Incentive Fund**

### **Description/Update**

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

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

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

### **Approval and Implementation**

- Approved FY 2010
- Implemented FY 2010

### **Impact**

In FY 2018, DHCD provided incentives for eleven new (11) units, five (5) of which were "A" grade units and six (6) of which were upgraded from a "C" to a "B" grade. Of the eleven (11) units, one (1) new accessible unit was added to the program. Five (5) new owners were added to the HCV program in FY 2018. This level of activity exceeded DHCD benchmarks for the fiscal year. DHCD will continue to look for ways to expand this activity and conduct outreach to increase the number of units leased in underserved neighborhoods.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

DHCD met all benchmarks for this activity.

### **Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

**Metrics**

<i>HC #5: Increase in Resident Mobility</i>				
<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).	0 households	5 households	11 households	Yes

## Activity 2010-4: Development of Local Forms

### Description/Update

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

### Approval and Implementation

- Approved FY 2010
- Implemented FY 2013

### Impact

To date, DHCD has developed local versions of the PBV HAP and AHAP forms to incorporate relevant MTW provisions. The revised forms have been implemented at all new expiring use projects. Additionally, in FY 2018 DHCD implemented its local versions of the FSS Contract of Participation and Individual Training and Service Plan to reflect DHCD’s MTW FSS program. While the new FSS forms do not result in agency savings, the new forms more accurately reflect DHCD’s MTW FSS program.

The PB Tenancy Addendum and MTW Authorizations Exhibit are still in process and it is anticipated that they will be completed in FY 2019. DHCD will continue to look for new ways to streamline processing and enable greater staff efficiency while maintaining required data elements and transparency.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

DHCD anticipated that nine (9) new PBV contracts would be executed in FY 2018. Two (2) of the nine (9) anticipated PBV contracts were not placed under agreement in FY 2018; however there were five (5) new PBV contracts which were not anticipated in FY 2018 which were placed under agreement. The net effect is that the anticipated savings were less; however, the reduced cost per contract continues to result in agency savings.

### Changes to Metrics

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	HAP Contracts executed in FY 13: 11  Time to Prepare HAP contract prior to implementation: 2 hours	Expected HAP Contracts executed in FY 2018: 9  Time to Prepare HAP contract after	Actual HAP Contracts executed in FY 2018: 12  Time to Prepare HAP contract after	No

	Average hourly wage: \$18.17  Total cost prior to implementation:\$400	implementation: .25 hours  Average hourly wage: \$19.35  Total cost after implementation: \$43.54	implementation: .25 hours  Average hourly wage: \$19.35  Total cost after implementation: \$58.05	
<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).	HAP Contracts executed in FY 13: 11  Time to Prepare HAP contract prior to implementation: 2 hours  Total staff time required prior to implementation: 22 hours	Expected HAP Contracts executed in FY 2018: 9  Time to Prepare HAP contract after implementation: .25 hours  Total staff time required after implementation: 2.25 hours	Actual HAP Contracts executed in FY 2018: 12  Time to Prepare HAP contract after implementation: .25 hours  Total staff time required after implementation: 3 hours	No

## **Activity 2011-4: Biennial Recertification Process**

### **Description/Update**

Under this initiative, the following recertification policies apply:

- Allow biennial recertifications for all MTW households;
- Limit the number of voluntary interim recertifications that a MTW family may complete between regular biennial recertifications to two (2). Required interim recertifications do not count against the limit. Elderly and disabled households, as well as households who live in an Expiring Use project on the conversion date and select a PBV and FSS households, are exempt from this provision and are able to complete an interim recertification at any time;
- Any household that believes they would benefit by an annual recertification may request an annual income recertification. If a household has requested and is approved for an annual recertification frequency, DHCD will allow one voluntary interim recertification between annual recertifications.

### **Approval and Implementation**

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

### **Impact**

DHCD continues to benefit from overall cost and time savings for processing biennial recertifications. As families generally do not have to report increases in income between biennial recertifications, this activity also has a positive financial impact for families. Average earned income for workable households in FY 2018 was \$25,141 which exceeded forecasts and is indicative of a general increase in employment income for participants. Additionally, the number of households with employment income was 15% higher than what was forecasted; an indicator which is confirmed by an unemployment rate which is at a 10 year low in Massachusetts.

### **Hardship**

DHCD allows households whose loss of income is greater than 30% and beyond the household's control to request an exemption from the limit on interims. In FY 2018, three (3) households requested an exemption from the limit on interim recertification and all three of these exemption requests were approved.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

In FY 2018, the number of regular recertifications was higher than anticipated which impacted the time and cost savings. The metrics which speak to improving participant self-sufficiency were all met.

### **Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### **Metrics**

<b>CE #1: Agency Cost Savings*</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).	Number of vouchers: 20,298  Time per Recertification: 2.5 hours  Average Hourly Staff Rate: \$18.17  Total Cost of Activity Prior to Implementation: \$922,037	Anticipated Number of Recertifications: 10,417  Time per Recertification: 2.25 hours  Average Hourly Staff Rate: \$19.35  Anticipated Total Cost of Activity in FY 2018: \$ 453,530*	\$540,252  Number of Recertifications 12,409	No
<i>*Accounts for cost savings from Biennial Recertifications and Rent Simplification</i>				
<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).	Number of vouchers: 20,298  Time per Recertification: 2.5 hours  Total Time Spent on Activity Prior to Implementation: 50,745 hours	Anticipated Number of Recertifications: 10,417  Time per Recertification: 2.25 hours  Anticipated Total Time Spent on Activity in FY 2018: 23,438 hours	27,920  12,409 Recertifications 2.25/Recert	No
<i>*Accounts for time savings from Biennial Recertifications and Rent Simplification</i>				
<b>SS #1: Increase in Household Income*</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).	\$19,058**	\$21,871	\$25,142	Yes
<i>*Accounts for time savings from Biennial Recertifications and Rent Simplification</i>				
<i>**DHCD modified this baseline in FY 2016 based on revised calculation methods applied to FY 2012 figures.</i>				
<i>***Represents average earned income for workable households</i>				
<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>
Other - Employed	5,019 households in FY 2011	5,777 households	7,995 households	Yes
	54% of work-able households	63% of work-able households	81% of work-able households	Yes
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</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).	2,920 households in FY 2011	2,008 households	1,825 households	Yes
<i>SS #8: Households Transitioned to Self Sufficiency</i>				
<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).	0 households	74 households**	123 households	Yes
<i>**Households who were EOPd at zero HAP.</i>				

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

### **Description/Update**

DHCD has designed and implemented a time-limited program to provide continued support to and build upon the successes of youth currently participating in its Family Unification - Aging Out of Foster Care Program that are facing the current 18 month expiration date. This initiative provides a shallow short-term and time-limited subsidy (up to five-year term total including the FUP AOP term), supportive services funds for education, training and employment related expenses, an escrow account and case management. DHCD also accepts referrals from DCF for participants unable to obtain a FUP voucher but who meet all other YTTSP eligibility requirements as well as DCF referrals who are HCV eligible and enrolled in a post-secondary degree program.

The three-year YTTSP will provide participants with:

- A flat rental subsidy that steps down annually by 15%;
- A matched savings account; and
- An annual support budget of \$500 for expenses related to sustaining employment and meeting educational goals.

For DCF “college referrals” who are employed or enrolled in an accredited post-secondary program, DHCD will hold the subsidy at the initial level through the second year of program participation. Thereafter, the subsidy will decrease 15% per year for the remaining three years.

### **Approval and Implementation**

- Approved FY 2011
- Implemented FY 2013

### **Impact**

Since inception and through the end of FY 2018, 16 participants have graduated. One participant graduated in FY 2018. During FY 2018, DHCD received fifty (52) referrals and forty eight (48) of those referrals received program approval. At the close of FY 2018 all of the referrals were either searching for a unit or awaiting unit approval. Five (5) YTTSP participants were active and leased at the close of FY 2018.

One YTTSP participant, prior to receiving a YTTSP voucher, lived in a room in a home for retired nuns. Upon receipt of her voucher she enrolled as a full-time student at Middlesex College with a major in Business. The YTTSP program helped relieve much of her financial stress and with the help of her DCF outreach and social workers, she received her Associate’s Degree and has been accepted to both Lasell College and U Mass Lowell.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

In FY 2018 DHCD accepted referrals for forty three (43) low income individuals meeting the YTTSP eligibility requirements and who were referred from other providers outside of DCF. These individuals did not lease in FY 2018; however, once leased they will receive shallow short-term subsidies and supportive services related to job training, education and employment.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

**Challenges In Achieving Benchmarks & Possible Strategies**

In FY 2018 DHCD forecasted an increase in YTTSP participation to 35 participants. There were 9 referrals from DCF and 43 referrals from other providers. Some of the referrals did not lease up in FY 2018 while others chose to remain in their current housing or found housing with friends. In one instance a referral was denied for being over income. Referrals for YTTSP are driven by DCF and other related providers. The lower than expected volume is a result of DCF and other providers securing alternative housing opportunities for their participants. DHCD is working with program providers to encourage more referrals, and is monitoring progress.

Please note that due to the small number of participants in YTTSP, one participant leaving or joining the program can have a dramatic influence on the data reported below.

**Changes to Metrics**

Benchmarks have been updated to reflect the removal of the expansion portion of this initiative and inclusion of the increased volume of YTTSP referrals. Baselines were not be modified

**Metrics**

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$536,000	\$248,000 Based on 5 DCF leased referrals	No Dollars leveraged is based on # of participants leased
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$9,492 for current YTTSP participants at time of enrollment	\$10,012	\$12,762	Yes
<i>SS #2: Increase in Household Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$0	\$680 savings	\$804	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Enrolled in an Educational Program	7 participants	21 participants	5 participants	Yes
	100% of participants	60% of participants	100% of participants	
Unemployed	0 participants	24 participants	1 participant	Yes
	0% of participants	70% of participants	20% of participants	
Other – Employed	7 participants	11 participants	4 participants	Yes

	100% of participants	30 % of participants	80% of participants	
<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).	0 households	4 Households	0 household	Yes
<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).	0 households	10 households	6 households	No
<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). Self-sufficiency is defined as graduation from the YTTS program.	0 households	3 households	1 household	No
<b><i>HC #7: Households Assisted by Services that Increase Housing Choice</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 housing choice	0 households	10 households	5 households	No

## **Activity 2012-1: MTW Utility Allowances**

### **Description/Update**

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

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

### **Approval and Implementation**

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

### **Impact**

Upon implementation of the other electricity utility allowance, DHCD completed an impact analysis to determine the financial impact. It was found that this change would have no adverse impacts on tenants. The savings from this activity allows DHCD to expand client services, and support many of the new activities that were approved in DHCD’s FY 2018 MTW Plan. All applicable households will transition to the other electricity utility allowance at their next regular recertification on or after January 1, 2018.

### **Hardship**

For households currently receiving a reasonable accommodation UA for other electricity, DHCD adjusted their other electricity utility allowance to reflect the higher of their current UA allowance or the new other electric UA. In FY 2018, DHCD received five (5) requests for utility allowance reasonable accommodations. All five of these requests were approved.

### **Actual Non-Significant Changes**

DHCD began implementation of the other electricity utility allowance to applicable households with their next regular recertification on or after January 1, 2018.

**Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

**Challenges In Achieving Benchmarks & Possible Strategies**

With the addition of the other electricity UA, the savings generated from this activity were reduced by 12%; however, households were able to benefit from additional utility payment assistance. The error rate increased slightly due to the initial implementation of the new UA. It is anticipated that the error rate for UAs will decrease once applicable households have transitioned to the other electricity UA.

**Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

**Metrics**

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$31,476,912	\$22,547,940	\$19,928,736	No
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Time required to calculate UA: 8 minutes  Number of UA calculated in FY 13: 16,919  Total staff time prior to implementation: 2,256 hours	Time required to calculate UA: 5 minutes  Anticipated number of UA in FY 2018: 17,894  Anticipated total staff time after implementation: 1,491	Time required to calculate UA: 5 minutes  Actual number of UA in FY 2018: 14,226  Actual total staff time after implementation: 1,186	No
<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	10%	4%	5%	No
<i>CE #5: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$382 per household in FY 2014	\$326 per household	\$353	Yes

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

## Activity 2012-4: Expiring Use Preservation Initiative

### Description/Update

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

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

### Approval and Implementation

- Approved FY 2012
- Implemented FY 2013

### Impact

In FY 2018, DHCD did not add any additional developments to its expiring use or RAD inventory. At the close of FY 2018, DHCD had 9 expiring use contracts with a total of 546 units under HAP contract. Additionally, DHCD has completed 8 Rental Assistance Demonstration (RAD) conversion projects and currently provides a subsidy for 825 units under this program.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

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

### Changes to Metrics

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### Metrics

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0 housing units	1,371 housing units*	1,371 housing units	Yes

*\*Previously DHCD has included only Expiring Use units when setting benchmarks and determining outcomes for this metric. This figure includes all RAD and Expiring Use units and DHCD will continue to use this methodology going forward and does not include any additional units for FY 2018.*

## **Activity 2012-5: Family Self Sufficiency Program Enhancements**

### **Description/Update**

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

- Providing escrow funds for clients who would otherwise be ineligible for the escrow component of the FSS due to their level of earned income at the time they join the program; and
- Establishing goal-specific incentive payments to be awarded when a family attains an established goal (i.e., completion of a GED, successful completion of a semester of college courses, etc.).
- Establishing a \$5,000 incentive payment for FSS graduates that choose to withdraw from the HCV program within 2 years of completion of the FSS program and who apply and are approved for homeownership.

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

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

- Placement of an absolute cap on the amount of escrow regardless of prior FSS participation at any of DHCD’s RAAs statewide. The cap, which may be periodically reviewed and updated at DHCD’s discretion, will be set at \$25,000 per household; and
- Modification to the requirement that an FSS applicant must have an interim or annual recertification within 120 days prior to FSS enrollment;

To encourage the goal of homeownership for applicable households in the FSS program, DHCD obtained approval to modify its current FSS program to allow certain households to define a path to homeownership by utilizing individualized homeownership education, financial coaching and a modified savings/escrow component. DHCD has not implemented this enhancement as of FY 2018.

### **Approval and Implementation**

- Approved FY 2012
- Implemented FY 2013

### **Impact**

Two hundred fourteen (214) families joined the FSS program and 120 families graduated in FY 2018. All self-sufficiency indicators for FSS households showed improvement in FY 2018. Specifically, 83% of all FSS households have employment income and average earned income increased 11% over the average earned income in FY 2017. DHCD continued to review supportive service needs and resources in an effort to ensure that the supportive services are adequate and responsive to the needs of the participants in each of DHCD’s jurisdictions.

DHCD provided fifteen (15) FSS graduates with a \$5,000 homeownership incentive payments in FY 2018. Homeownership has become a primary goal for many FSS participants, and FSS “gap” funds have proven

critical in enabling participants facing financial hardship to maintain employment and educational enrollment on their path towards homeownership and self-sufficiency.

There are nine regional agencies who administer DHCD vouchers including administration of the MTW FSS program. Each one of those agencies has FSS success stories which speak to the success of the program. Examples of FSS accomplishments include:

- A single mom with 2 children completed her AS in nursing and is now working toward her Bachelor's degree.
- A second term FSS participant completed her Master's degree, began work as a social worker earning almost \$60k. She accumulated the max FSS escrow of \$25,000 and purchased a home.
- A nursing student had to quit her job to prepare for her final exams and semester at nursing school. She lacked money to pay for her nursing licensure exams. Her FSS counselor referred her to Jump Start where she was able to secure funds for the exams. She is now a registered nurse.
- A hospital employee increased earnings from \$47K to 54K, completed homebuyer training and financial literacy classes, improved her credit score and bought a home of her own.
- At one agency, FSS participants choose not to complete interim recertifications when their income increased and saved money on their own. Three different families achieved homeownership.
- An unemployed FSS participant completed driver's education and employment training classes. She secured employment and repaired all of her outstanding credit issues. She improved her credit score by 85 points and is now working toward homeownership.
- A FSS family secured employment at \$42K, graduated with \$13K in escrow and closed on a new home. She also received the FSS \$5,000 Homeownership bonus.
- A self-employed swimming instructor wanted to grow her business and improve her financial management skills. She created a working budget, improved her credit, sent her son to college, and continues to accrue savings.
- At one agency, two families purchased homes and relinquished their vouchers.
- A financial coach provided the guidance and direction to one family to use the resources of their 403(b) plan and save the money they needed for a down payment on a house.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

In FY 2018, DHCD implemented local versions of the FSS Contract of Participation (COP) and Individual Training and Services Plan (ITSP). The local versions of the COP and ITSP allow DHCD to more accurately reflect program requirements and incentives for FSS participants.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

The average subsidy and average tenant rent share fell short of the benchmark for FY 2018. With a constant influx of new FSS families and graduation of existing FSS families, subsidy and rent share are impacted. Where average earned income for FSS households continues to increase, DHCD anticipates that going forward, average subsidy and rent share will more closely align with benchmarks.

### **Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

**Metrics**

<i>SS #1: Increase in Household Income</i>				
<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).	\$20,554	\$24,478	\$29,910	Yes
<i>SS #2: Increase in Household Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of <b>escrow</b> of households affected by this policy in dollars (increase).	\$0.00	\$4,002	\$4,360	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Unemployed	501 participants	278 participants	156 participants	Yes
	57% of participants	29% of participants	17% participants	
Other - Employed	372 participants	669 participants	749 participants	Yes
	43% of participants	71% of participants	83% participants	
<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>				
<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).	162 households	75 households	60 households	Yes
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$931 in FY 2014	\$908	\$964	No
<i>SS #7: Increase in Agency Rental Revenue</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average Tenant Rent Share (increase).	\$388 FY 2014	\$570	\$504	No
<i>SS #8: Households Transitioned to Self Sufficiency*</i>				
<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).	0 households	75 households	120 households	Yes
<i>*Self-sufficiency is defined as graduation from the FSS program.</i>				

## **Activity 2015-1: Rent Simplification (Changes to Activity 2012-2)**

### **Description/Update**

In FY 2012 HUD approved DHCD's Rent Simplification activity. In FY 2016, DHCD received HUD approval on changes to the Rent Simplification activity; however, DHCD has not implemented any of the changes as of FY 2017. The components of rent simplification which are currently in effect are as follows:

- Minimum Rent of \$50
- Exclusion of all Full-Time Student Income
- Streamlined Earned Income Disregard
- Streamlined Asset Verification and Calculation

### **Approval and Implementation**

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

### **Impact**

Average earned income for workable households in FY 2018 was \$25,142 which exceeded forecasts and is indicative of a general increase in employment income for participants. Additionally, the number of households with employment income was 15% higher than what was forecasted; an indicator which is confirmed by an unemployment rate which is at a 10 year low in Massachusetts.

In FY 2018 the number of work able households with earned income increased as did the average amount of earned income per household. One hundred twenty three households left the program and required zero subsidy at the time they left, another indicator of the increasing number of households achieving self-sufficiency. Households are taking part in DHCD's Family Self-Sufficiency program which offers a number of employment and career training related services.

DHCD did not implement the provision for the income disregard for households with children who returned to the unit after completing two or four year post-secondary degree or accredited technical school programs. DHCD may consider implementation of this portion of rent simplification in the upcoming fiscal year.

### **Hardship**

Not applicable. None of the implemented components of rent simplification result in hardship to participants.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

While the amount of subsidy was higher than the benchmark for FY 2018, DHCD attributes this more to the increase in rental costs. Both rental revenue and household income increased in FY 2018. These metrics are more indicative of the effect of the MTW activities and self-sufficiency.

### **Changes to Metrics**

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

## Metrics

<b>CE #1: Agency Cost Savings</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).	Number of vouchers: 20,298  Time per Recertification: 2.5 hours  Average Hourly Staff Rate: \$18.17  Total Cost of Activity Prior to Implementation: \$922,037	Anticipated Number of Recertifications: 10,417  Time per Recertification: 2.25 hours  Average Hourly Staff Rate: \$19.35  Anticipated Total Cost of Activity in FY 2018: \$453,530**	Actual Number of Recertifications: 12,409  Time per Recertification: 2.25 hours  Average Hourly Staff Rate: \$19.35  Actual Total Cost of Activity in FY 2018: \$540,252	No
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial Recertifications and Rent Simplification.</i>				
<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 amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Number of vouchers: 20,298  Time per Recertification: 2.5 hours  Total Time Spent on Activity Prior to Implementation: 50,745 hours	Anticipated Number of Recertifications: 10,417  Time per Recertification: 2.25 hours  Anticipated Total Time Spent on Activity in FY 2018: 23,438 hours**	Actual Number of Recertifications: 12,409  Time per Recertification: 2.25 hours  Anticipated Total Time Spent on Activity in FY 2018: 27,920 hours**	Yes
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial Recertifications and Rent Simplification.</i>				
<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)	21% Average error rate for income and rent errors	19%	20%	No
<b>CE #5: Increase in Agency Rental Revenue*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Increase in agency rental revenue in dollars (increase)	\$382	\$326	\$353	Yes
<i>*DHCD does not have any rental revenue and has been instructed by HUD to report on average tenant rent to owner.</i>				
<b>HC #5: Increase in Resident Mobility</b>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	50 households	1,121 households	Yes
<b>SS #1: Increase in Household Income</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$19,058	\$21,871*	\$25,142	Yes
<i>*Represents MTW households with earned income.</i>				
<b>SS #3: Increase in Positive Outcomes in Employment Status *</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(5) Unemployed	3,850 Households**	3,444 Households**	1,815 households	Yes
	43% of Households	27% of Households	19% of households	
(6) Other - Employed	5,164 Households**	5,777 Households**	7,995 households	Yes
	57% of Households	63% of Households	81% of households	
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
<i>**Represents work-able households</i>				
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2,316 Households on TANF in FY 2015	2,008 Households	1,825 households	Yes
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	913 Households Total Number of FSS participants	1,017 Households	1,043 Households	Yes
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households *</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per	\$870 FY 2015	\$922	\$968	No

household affected by this policy in dollars (decrease).				
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
<b>SS #7: Increase in Agency Rental Revenue</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).	\$382*	\$326**	\$353	Yes
<i>*Baseline represents average tenant rent to owner at the time this metric was initially required.</i>				
<i>**Represents average tenant rent to owner.</i>				
<b>SS #8: Households Transitioned to Self Sufficiency *</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).	57 households **	75 households **	123 households	Yes
<i>*DHCD has indicated that DHCD does not believe the Self-Sufficiency metrics are applicable to this activity. However, HUD has required their use.</i>				
<i>**Households who were EOPd at zero HAP.</i>				

## Activity 2018-1: Expanding Housing Opportunities: Relocation Assistance

### Description/Update

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

DHCD issued an RFP and awarded planning grants to two Local Housing Authorities (LHAs), Somerville Housing Authority (SHA) and Chelsea Housing Authority (CHA), for the preservation and redevelopment of public housing. However, implementation, i.e. use of MTW funding for relocation purposes, did not occur during FY 2018. SHA is currently further exploring the financial feasibility of the project, and relocation will be dependent on the outcome. While CHA had a slight delay in the project planning process, also due to financial feasibility planning, CHA is scheduled to move forward, and relocation is expected to begin at the end of FY 2019.

### Approval and Implementation

- Approved FY 2018
- Planned Implementation FY 2019

### Impact

Given delays in implementation planning, relocation did not begin in FY 2018.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

As relocation did not begin in FY 2018 DHCD cannot report on challenges. Upon relocation commencing, DHCD will report on metrics and outcomes. For FY 2018, DHCD has estimated baselines and benchmarks and will update the metrics once relocations activities have commenced. Outcomes are reported as zeroes.

### Changes to Metrics

Metrics have been updated to reflect estimates for baselines and benchmarks. DHCD will update the baseline and benchmarks once relocation activities have commenced.

### Metrics

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	312 units	0	No, see comments
<b><i>HC #4: Displacement Prevention</i></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.	0	312 households	0	No, see comments

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

### Description/Update

In FY 2018, HUD approved and DHCD implemented the Residential Assistance for Families in Transition (RAFT) activity. Under this activity MTW funds are being utilized to expand DHCD's important homelessness prevention program, which targets families with children under the age of 21 who are homeless or at risk of homelessness. RAFT offers flexible financial assistance designed to meet each family's particular needs. Eligible uses include moving cost assistance, rent and utility arrears, or utility bills. RAFT also helps families who must move but do not have enough money to pay a security deposit, utility startup costs, or first/last month's rent, and to buy furniture (no more than \$1000 of the family's RAFT benefit can be paid for furniture).

In FY 2018 DHCD contracted with Metro Housing Boston to begin administering RAFT with MTW funds, with 35 households received RAFT assistance in FY 2018.

### Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

### Impact

In FY 2018, DHCD assisted 35 households with MTW funding under this activity.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

DHCD originally planned on serving 375 families under this activity, however, only 35 families received RAFT in FY 2018 supported by MTW funds. This was principally due to a delay in executing the contract with the administering agency. The contract was executed in February 2018, and the agency began issuing assistance under this activity at that point. DHCD expects in FY 2019 more families will be served under this activity, as the contract is already in place

### Changes to Metrics

No changes have been made to the metrics identified in the FY 2018 Annual Plan.

### Metrics

<i>HC #4: Displacement Preventions</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box	0 households	375 households	35 households	No

<i>HC #5: Increase in Resident Mobility</i>				
<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.	0 households	375 households	35 households	No
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
<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 housing choice.	0 households	375 households	35 households	No

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

### **Description/Update**

In FY 2018, HUD approved DHCD's Support for the Secure Jobs Initiative: Vouchers and Services activity. Under this activity, DHCD utilizes MTW vouchers and MTW Block Grant funding flexibility to support and expand on the Secure Jobs Initiative (SJI), which provides integrated case management, employment supports and housing assistance for homeless and low-income families.

DHCD will provide Housing Choice Vouchers to up to 50 eligible families referred from the SJI program. Supportive services will be provided to participants using MTW Block Grant funds. Referrals from SJI will be made upon completion of training or job placement. DHCD will screen SJI referrals per its Administrative Plan screening policies. Income, rent and subsidy will be calculated per DHCD's MTW income and rent policies.

Implementation planning began in FY 2018, with the issuance and completion of a procurement to contract with the partnering agencies who will be administering the service component of the program. Vouchers are expected to be issued and services to begin in FY 2019.

### **Approval and Implementation**

- Approved FY 2018
- Planned Implementation FY 2019

### **Impact**

Given delays in implementation planning, vouchers were not issued in FY 2018.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

As vouchers were not issued in FY 2018 DHCD cannot report on challenges. For FY 2018, outcomes are listed as zeroes..

### **Changes to Metrics**

DHCD has updated the metrics to reflect estimates of anticipated baselines and benchmarks. Once vouchers are issued, the baselines and benchmarks will be updated to reflect actual voucher holders and anticipated outcomes.

## **5**

### **Metrics**

*CE #4: Increase in Resources Leveraged*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$800,000	\$0	No, see comments
<b>SS #1: Increase in Household Income</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$0	No, see comments
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	0	0	0	No, see comments
	0% of participants	0% of participants	0%	No, see comments
Other – Employed	25	25	0	No, see comments
	100% of participants	100% of participants	0%	No, see comments
Other – Education/Job Training	0*	4**	0	No, see comments
	78% of participants	20% of participants	0%	No, see comments
*number of participants with HS education or less **number of participants with HS education or less who are enrolled in education or job training				
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 households	0 households	0 households	No, see comments
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	25 households	0 households	No, see comments
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$931	\$908	\$0	No, see comments
<b>SS #7: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$388	\$570	\$0	No, see comments
<b>SS #8: Households Transitioned to Self Sufficiency*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households transitioned to self-sufficiency (increase).	0 households	0 households	0 households	No, see comments
<i>*Self-sufficiency is defined as completion of the IEP.</i>				
<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).	0 households	25 households	0 households	No, see comments

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

### Description/Update

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

In FY 2018 an RFP was completed however, no households were served. In FY 2019 the state executed contracts with 8 partnering agencies who began providing services.

### Approval and Implementation

- Approved FY 2018
- Planned Implementation FY 2019

### Impact

In FY 2018, DHCD completed implementation planning, however, no households were served.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

As services did not begin in FY 2018 DHCD cannot report on challenges. For FY 2018, DHCD has included zero for each of the metric outcome.

### Changes to Metrics

DHCD has updated the metrics to reflect estimates of anticipated baselines and benchmarks. Once services are provided, the baselines and benchmarks will be updated to reflect actual participant information and anticipated outcomes..

### Metrics

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$800,000	\$0	No, see comments
<i>SS #1: Increase in Household Income</i>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$0	No, see comments
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	630	315	0	No, see comments
	74% of participants	38% of participants	0%	No, see comments
Other – Employed	177	412	0	No, see comments
	22% of participants	50% of participants	0%	No, see comments
Other – Education/Job Training	642*	128**	0	No, see comments
	78% of participants	20% of participants	0%	No, see comments
*Represents SJ participants who have a high school level education or less				
** Represents SJ participants who have a high school level education or less and who enroll in an education or job training program				
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	477 households	239 households	0 households	No, see comments
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	823 households	0 households	No, see comments
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline*	Benchmark*	Outcome*	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	N/A	N/A	N/A	No, see comments
*Participants in this activity are not assisted in PH or Section 8.				
<b>SS #7: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline*	Benchmark*	Outcome*	Benchmark Achieved?
Average Tenant Rent Share(increase).	N/A	N/A	N/A	No, see comments
*Participants in this activity are not assisted in PH or Section 8.				
<b>SS #8: Households Transitioned to Self Sufficiency*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	0 households	0 households	No, see comments
*Self-sufficiency is defined as completion of the IEP.				
<b>HC #5: Increase in Resident Mobility</b>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	0 households	0 households	No, see comments

## **Activity 2018-5: A Better Life Program Model**

### **Description/Update**

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

LHAs were awarded planning grants in July 2017 as a result of a DHCD issued NOFA. Planning grants will be used by the LHAs to deploy staff, consultants and life coaches to draft LHA specific ABL programs that are responsive to the unique needs of their population. LHAs are also utilizing grant funding for marketing materials, resident outreach and putting in place service delivery models with partners. ABL implementation at the selected LHAs will begin in FY 2019.

### **Approval and Implementation**

- Approved FY 2018
- Implemented FY 2018

### **Impact**

In FY 2018, DHCD utilized MTW funds for implementation planning, however, no households were served by the ABL activity. Households are expected to be enrolled in the program starting in FY 2019.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

As services for ABL households did not begin in FY 2018 DHCD cannot report on challenges. For FY 2018, DHCD has included zeroes as the metric outcomes.

### **Changes to Metrics**

DHCD has updated the metrics to reflect estimates of anticipated baselines and benchmarks. Once services are provided, the baselines and benchmarks will be updated to reflect actual participant information and anticipated outcomes..

### **Metrics**

<i>SS #1: Increase in Household Income</i>				
<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).	\$9,492	\$10,012	\$0	No, see comments
<i>SS #2: Increase in Household Savings</i>				
<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)	\$0	\$680	\$0	No, see comments
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Unemployed	83	42	0	No, see comments
	57% of participants	29% of participants	0	No, see comments
Other - Employed	63	104	0	No, see comments
	43% of participants	71% of participants	0	No, see comments
Other - Education/Job Training	29	44	0	No, see comments
	20% of participants	30% of participants	0	No, see comments
<i>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</i>				
<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).	28	12 households	0 households	No, see comments
<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
<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).	0	146 households	0 households	No, see comments
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
<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 subsidy per household affected by this policy in dollars (decrease).	\$931	\$908	\$0	No, see comments
<i>SS #7: Increase in Agency Rental Revenue</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

PHA rental revenue in dollars (increase)	\$388	\$570	\$0	No, see comments
<b>SS #8: Households Transitioned to Self Sufficiency*</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).	0 households	0 households	0 households	No, see comments
<i>*Self-sufficiency is defined as graduation on completion of the service plan.</i>				

## Activity 2018-6: Health Starts at Home

### Description/Update

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

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

HSH participants will be subject to all DHCD MTW policies unless superseded by HSH program policies. HSH vouchers are not time-limited; however, DHCD will not reissue HSH vouchers upon turnover.

In FY 2018, Metro Housing Boston begin issuing vouchers under this program, and a total of 8 households leased up and began receiving services from the applicable service provider.

### Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

### Impact

In FY 2018, 8 households leased up and began receiving services under this activity.

### Hardship

Not applicable.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

Benchmarks were not met in FY2018 due to a delay in implementing the program. Only 8 households were served out of the 50 originally projected. Additionally, utilization of this activity is fully dependent on third party referrals. DHCD expects in FY 2019 all 50 vouchers will be issued and leased up under this program.

### Changes to Metrics

Benchmarks have been updated to reflect the activity which was planned for FY 2018.

### Metrics

<i>HC #4: Displacement Prevention</i>
---------------------------------------

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0 households	50 households	8 households	No
<b>Local Metric: Decrease in Households Receiving Homelessness Assistance</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Household Receiving Homelessness Assistance (decrease)	0 households	50 households	8 households	<b>No</b>
<b>HC #5: Increase in Resident Mobility</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	50 households	8 households	No

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

### **Description/Update**

In FY 2018, HUD approved DHCD's Enhanced Local Project-Based Voucher Program activity. Through its project-based voucher (PBV) program, DHCD partners with for-profit and non-profit housing providers to expand the supply of affordable housing to low-income families. To meet the evolving needs of the agency and the residents served, DHCD enhanced and expanded its existing PBV program as follows:

- Increase the 20% cap on PB units in DHCD's portfolio. DHCD will use a 40% as the cap for budget authority allocated to Project-Based vouchers.
- Project base up to 100% of the dwelling units in any PBV project or building.
- Rent to owner will not exceed the lowest of the following amounts:
  - An amount determined by DHCD, not to exceed 110 percent of the applicable fair market rent (or any PHA exception payment standard) for the unit bedroom size minus any utility allowance;
  - The reasonable rent;
  - The rent requested by the owner; or
  - Such other amount determined by DHCD to be appropriate for the unit.
- Waive the option that allows PBV participant families to move with a tenant-based voucher after one year of assistance in a project-based unit.
- At its discretion, DHCD may provide written authorization to owners of PBV developments to manage and maintain SBWL.

### **Approval and Implementation**

- Approved FY 2018
- Implemented FY 2018

### **Impact**

In FY 2018, DHCD continued to use the flexibilities of its local PBV program; however, DHCD did not yet implement the new opt-out policy. DHCD continued to use its previously approved opt out policy which caps the number of opt-outs in any given year. In FY 2018 sixty-nine (69) new units were added to the PB inventory representing 12 new PB contracts.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

DHCD met all benchmarks proposed for this activity.

### **Changes to Metrics**

DHCD updated the benchmark for the first full year of this activity to reflect the actual number of PB units under contract at the end of FY 2018. Please note that this number is inclusive of RAD, VASH, Preservation and standard PBV program contract units.

**Metrics**

<i>HC #4: Displacement Prevention</i>				
<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% of AMI that would lose assistance or need to move (decrease)	0 households	3,361 households	3,361 households	Yes

## **Activity 2018-9: Affordable Housing Preservation and Development Fund**

### **Description/Update**

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

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

In FY 2018, DHCD awarded funding to two Local Housing Authorities (LHAs), Boston Housing Authority (BHA) and Cambridge Housing Authority (CHA), to substantially rehab and preserve state aided public housing developments. At CHA, MTW funding will be used to substantially rehab three state aided public housing sites for disabled individuals, with a total of 25 units. MTW funding of \$1.13M is being used to leverage another \$316,120. The project will begin in July of 2019 and construction is expected to be completed in September 2020. For BHA, MTW funding of \$5.9M leveraged \$26.36M in other funding sources (including permanent debt, federal 4% LIHTC, state and federal historic tax credits, a seller note, and FHLB soft debt) to preserve an apartment building built in 1949, consisting of 72 units. Construction at BHA will begin in November 2018 and is expected to be completed in June 2020.

### **Approval and Implementation**

- Approved FY 2018
- Implemented FY 2018

### **Impact**

Upon construction completion, 97 affordable housing units will be preserved.

### **Hardship**

Not applicable.

### **Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

### **Challenges In Achieving Benchmarks & Possible Strategies**

DHCD originally estimated that MTW funding would be allocated to preserve 100 affordable housing units, however, applications came in just short of 100 units, totaling 97.

### **Changes to Metrics**

Benchmarks have been updated to reflect leverage achieved in the first year of implementation. Baselines were not be modified.

### **Metrics**

<i>CE #4: Increase in Resources Leveraged</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Amount of funds leveraged in dollars (increase)	\$0	\$26,672,420	\$26,672,420	Yes
<i>HC #1: Additional Units of Housing Made Available</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase)	0 units	100 units	97 units	No
<i>HC #2: Units of Housing Preserved</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase)	0 units	100 units	97 units	No

## **B. Not Yet Implemented Activities**

### **Activity 2011-1: Value Vouchers**

#### **Description/Update**

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

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

## **Activity 2011-2: Supporting Neighborhoods of Opportunity in Massachusetts (SNO-Mass) (Formerly Your Choice Program & Opportunity Neighborhoods)**

### **Description/Update**

DHCD plans to establish the “Supporting Neighborhoods of Opportunity in Massachusetts” (SNO-Mass) Program in one or more selected neighborhoods in different regions throughout the Commonwealth. The purpose of DHCD’s “SNO-Mass” MTW initiative is to provide significant supports and encouragement to existing voucher participants and/or new voucher holders who wish to move to areas with empirically-documented improved educational systems, job opportunities, social services and other opportunities in the expectation that over time their need for housing and other subsidies will abate or diminish.

Existing participants and/or voucher holders moving into these areas will be provided with case management support both before and after the move through the participating regional administering agencies. Other incentives may be provided based on family needs and budget availability such as transportation assistance, child care referrals, training stipends, etc. Families will be encouraged or required to develop a family plan to access opportunities in their new neighborhoods with a special focus on positive outcome educational programs for children and available jobs for adults.

This activity was approved in 2011. In FY2018, DHCD conducted an analysis of current voucher holder locations, rental market data and opportunity neighborhoods and selected two Regional Administering Agencies to begin a pilot program under this activity. DHCD has finalized the program design and procured and contracted with a consultant to begin implementation at the pilot sites. The pilot will be commence in FY 2019 with the goal of identifying best practices to scale the program to all of the RAAs and DHCD’s entire portfolio in future years.

## **Activity 2018-8: Equity Builder Program**

### **Description/Update**

In FY 2018, HUD approved DHCD's Equity Builder Program activity. This activity allows DHCD to implement a Lease-to-Own Program (LTO), called "Equity Builder" to support the goal of providing low-income families with an achievable pathway to homeownership. Participating families will be able to move to a better home and/or neighborhood, which will enhance their quality of life, as well as their opportunities for financial independence.

DHCD did not implement this activity in FY 2018. Based on preliminary discussions with owners developers, DHCD believes additional due diligence regarding the financial feasibility of the program is needed. DHCD plans to further explore feasibility aspects and may propose amendments to the activity in the future if needed

### **C. Activities on Hold**

Not applicable.

## D. Closed Out Activities

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

Activity	Plan Year	Close Out Year	Reason for Close Out
Biennial Inspections	2011	FY 2015	DHCD closed out this activity as an MTW initiative due to the 2014 Appropriations Act, which allows DHCD to transition to a biennial inspection schedule without MTW authority.

### Activity 2013-1: Rent Reasonableness

1. *Plan Year Approved and Implemented*

Activity 2013-1 was approved and implemented in FY 2013

2. *Activity Description*

DHCD eliminated the requirement to re-determine the reasonable rent if there was a 5% decrease in the published Fair Market Rent (FMR) in effect 60 days before the contract anniversary date as compared to the FMR in effect 1 year before the contract anniversary. DHCD continued to complete a reasonable rent determination when a unit was placed under HAP contract for the first time, when an owner requested a contract rent adjustment, and at any other time DHCD deemed it necessary.

3. *Plan Year Closed Out*

DHCD closed out Activity 2013-1 in FY 2018. The FY 2019 Plan included this activity; however, prior to the end of FY 2018 (after the FY 2019 was submitted) DHCD closed this activity.

A. *Reason Why Activity was Closed Out*

Under HOTMA, the trigger for reasonable rent redeterminations increased from a 5% decrease to a 10% decrease in FMR from one year to the next. DHCD determined that a 10% decrease in FMR was such that a reasonable rent redetermination would be warranted to ensure that subsidies paid are in line with market rents.

B. *Final Outcomes and Lessons Learned*

While decreases in FMR from one year to the next were not common, DHCD saved time in not redetermining rent when FMRs decreased by 5%. This activity resulted in time savings for the agency and did not result in rents which were inconsistent with comparable unassisted rents as evidenced by the approved rents for new units in similar markets within DHCD's jurisdiction.

C. *Statutory exceptions outside of MTW that would have provided additional benefit*

None.

D. *Summary table of outcomes from each year of the activity*

DHCD tracked the following HUD Standard Metrics for Activity 2013-1, the outcomes of which are summarized below by fiscal year. Where outcomes were "0", the FMRs increased for all areas within DHCD's jurisdiction.

<i>CE #1: Agency Cost Savings</i>				
<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
Not Tracked	0	0	\$7,547	\$58,662
<i>CE #2: Staff Time Savings</i>				
<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
12,234 hours	0	0	390	2,856

**Activity 2013-2: PBV Rent Reasonableness**

*4. Plan Year Approved and Implemented*

Activity 2013-2 was approved and implemented in FY 2013

*5. Activity Description*

DHCD modified the requirement for conducting rent reasonableness for re-determined rents under the Project Based Voucher (PBV) program. Under the new policy, re-determined rents to owners of PBV units, *except for certain tax credit units as defined in 983.501(c)*, shall not exceed the lowest of the reasonable rent or the rent requested by owner. DHCD also eliminated the requirement at 983.303(b) to re-determine the reasonable rents for PBV units whenever there is a five percent or greater decrease in the published FMR in effect sixty days before the contract anniversary as compared with the FMR in effect one year before the contract anniversary.

*6. Plan Year Closed Out*

DHCD closed out Activity 2013-2 in FY 2018.

*E. Reason Why Activity was Closed Out*

Under HOTMA, the trigger for reasonable rent redeterminations increased from a 5% decrease to a 10% decrease in FMR from one year to the next. DHCD determined that a 10% decrease in FMR was such that a reasonable rent redetermination would be warranted to ensure that subsidies paid are in line with market rents.

*F. Final Outcomes and Lessons Learned*

While decreases in FMR from one year to the next were not common, DHCD saved time in not redetermining rent when FMRs decreased by 5%. This activity resulted in time savings for the agency and did not result in rents which were inconsistent with comparable unassisted rents as evidenced by the approved rents for new units in similar markets within DHCD’s jurisdiction.

*G. Statutory exceptions outside of MTW that would have provided additional benefit*

None.

*H. Summary table of outcomes from each year of the activity*

DHCD tracked the following HUD Standard Metrics for Activity 2013-2, the outcomes of which are summarized below by fiscal year. Where outcomes were “0”, the FMRs increased for all areas within DHCD’s jurisdiction or there were no PBV developments in areas where the FMR decreased.

<i>CE #1: Agency Cost Savings</i>				
<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
Not Tracked	0	0	0	\$10,167
<i>CE #2: Staff Time Savings</i>				
<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>
786 hours	0	0	0	495 hours

## V. Sources and Uses of Funding

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

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

On September 16, 2018 DHCD submitted all required FY 2018 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

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

On September 16, 2018 DHCD submitted all required FY 2018 unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

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

Under the MTW Program, DHCD is authorized to establish an MTW Block Grant budget. Activities that utilized Block Grant single fund flexibility in FY2018 are described below.

- DHCD utilized approximately \$85,000 to fund an Economic Prosperity Coordinator (EPC). The EPC is responsible for planning, implementation and oversight of all MTW programs, which support economic prosperity.
- DHCD expended \$121,346 in MTW funds to expand the Residential Assistance for Families in Transition (RAFT) program. The RAFT program which supports homeless families or families at risk of homelessness with short-term financial assistance.
- DHCD used \$192,342 in MTW funds to expand the Secure Jobs Initiative, a program that focuses on the integration of case management, employment supports and housing assistance for homeless and low-income families. In FY 2018 these funds were used for implementation planning purposes and to support a staff position who will be responsible for coordinating efforts under this program as well as act as the liaison between the partnering service agencies.
- DHCD utilized \$62,255 in MTW funds to support local housing authorities who will be operating the A Better Life program. MTW funds are going to support start-up costs, staffing, case management and supportive services.

### B. Local Asset Management Plan

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

## **VI. Administrative Requirements**

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

DHCD did not have any HUD reviews, audits or physical inspection issues that required the agency to take action during FY 2018.

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

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

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

DHCD certifies that, in FY 2018, it continued to meet the three statutory objectives of the MTW program. Appendix B includes the certification required by HUD.

## Appendix A: Listing of Regional Administering Agencies

*Berkshire Housing Development Corp.*

One Fenn Street  
Pittsfield, MA 01201  
413.499.4887

*Community Teamwork, Inc.*

155 Merrimack Street  
Lowell, MA 01852  
978.459.0551

*Housing Assistance Corp*

460 West Main Street  
Hyannis, MA 02601  
508.771.5400

*Housing Solutions for Southeastern Mass.*

169 Summer Street  
Kingston, MA 02364  
781.422.4200

*Lynn Housing Authority & Neighborhood Development*

10 Church Street  
Lynn, MA 01902  
781.592.1966

*Metro Housing/Boston*

1411 Tremont Street  
Boston, MA 02120  
617.859.0400

*RCAP Solutions*

12 E. Worcester Street  
Worcester, MA 01604  
978.630.6600

*South Middlesex Opportunity Council*

7 Bishop Street  
Framingham, MA 01702  
508.620.2336

*Way Finders*

322 Main Street  
Springfield, MA 01105  
413.233.1500

## Appendix B: MTW Certification

### Appendix B: MTW Certification

The Massachusetts Department of Housing and Community Development ("DHCD") hereby certifies that between the period of July 1, 2017 and June 30, 2018, DHCD met the following three statutory requirements of:

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

MA Department of Housing & Community Development

MA901

PHA Number/HA Code

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

Janelle Chan

Name of Authorized Official

Undersecretary

Title

  
Signature

9/26/18

Date

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

Not applicable