Regional Housing Service Offices

Elevating Municipal Partnerships: New Tools and Resources for Housing
Jennifer Raitt, Assistant Director of Land Use Planning, MAPC
November 12, 2015

Photo credits: Metropolitan Area Planning Council
A municipal model for housing
Regional Housing Services Model

RHSO – A *regional collaboration that works*

- Started by Town Managers and Administrators
- Crafted to bring value and add impact
- Innovative approach
- Three RHSOs (Concord-based, Hudson-based, and Reading-based)
Regional Housing Services Office history

2009: MetroWest Growth Management sponsored survey and report including 13 communities

MAPC DLTA Grant Awarded

MAPC – Phase I

2009: Bedford, Concord, Lexington and Lincoln explore developing a shared housing resource

HATS Sponsored Analysis

MAPC DLTA Grant Awarded

MAPC – Phase II

2010: MAPC leads effort to compile data, research potential structures, and draft agreement for Bedford, Concord, Lexington, Lincoln, Sudbury and Weston

Implementation

2011: Sudbury, as servicing community, prepares for implementation with MAPC support
Member Towns receive administrative housing services for annual fee per Inter-Municipal Agreement, including:

- Monitoring
- Inventory Management
- Program
- Program Administration
- Local Support
- Regional efforts

Membership Fee covers all staffing, and administrative expenses, such as accounting, office support, mail, technology, etc.

**RHSO Member Town Statistics**

<table>
<thead>
<tr>
<th>Town</th>
<th>Population</th>
<th>Housing Units</th>
<th>Restricted Units</th>
<th>SHI%</th>
<th>FY15 Membership Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acton</td>
<td>21,924</td>
<td>8,475</td>
<td>551</td>
<td>6.50%</td>
<td>$17,078</td>
</tr>
<tr>
<td>Bedford</td>
<td>12,595</td>
<td>5,322</td>
<td>902</td>
<td>16.95%</td>
<td>$18,890</td>
</tr>
<tr>
<td>Burlington</td>
<td>24,498</td>
<td>9,627</td>
<td>993</td>
<td>10.31%</td>
<td>$11,890</td>
</tr>
<tr>
<td>Concord</td>
<td>17,668</td>
<td>6,852</td>
<td>710</td>
<td>10.36%</td>
<td>$30,131</td>
</tr>
<tr>
<td>Lexington</td>
<td>31,394</td>
<td>11,946</td>
<td>1329</td>
<td>11.13%</td>
<td>$21,265</td>
</tr>
<tr>
<td>Sudbury</td>
<td>17,659</td>
<td>5,921</td>
<td>354</td>
<td>5.98%</td>
<td>$33,215</td>
</tr>
<tr>
<td>Weston</td>
<td>11,261</td>
<td>3,952</td>
<td>142</td>
<td>3.59%</td>
<td>$9,266</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>136,999</strong></td>
<td><strong>52,095</strong></td>
<td><strong>4,981</strong></td>
<td><strong>9.56%</strong></td>
<td><strong>$141,735</strong></td>
</tr>
</tbody>
</table>

**RHSO Personnel deliver services**

Lead Community contracts and/or hires staff— contractors or employee

Lead Community (Town of Concord) delivers RHSO housing services through the Regional Housing Services Office and corresponding revolving fund, established at Town Meeting.
RHSO: proactive management

- Development projects
- Help to create programs
- Feasibility and Planning

- Local Board Support
- Ownership Monitoring

- Inventory Monitoring
- LIP Rental Monitoring

- Program Support
- HOME Program, Grant Program, Other Local Program support

- 255 Units: Annual certifications, refinancing, resale, general inquiries
- 972 Units: Site visits, tenant eligibility review, and rent examination

Ensure ALL development are compliant
Maintain Inventories, Provide Assessment data, 180 units since start of RHSO
RHSO: regional benefits

Regional Housing Model

Helping Municipalities Plan, Permit, Monitor and Maintain their affordable housing stock

Proactive Compliance Monitoring
- Preserve Units
- Maintain Housing Inventory
- Resolve Compliance Issues

Resource Efficiency
- Leverage Existing Resources
- Access to Technical Expertise
- Regional Renters and Buyers

Regional Approach
- Common Solutions for Common Challenges
- Housing through the Municipal Lens
- Increase Services Through Scalability
RHSO: results oriented

- Bedford Habitat For Humanity: 8 units of Town supported housing
- The Coolidge at Sudbury: 64 affordable senior housing, assisted by the Town
- Concord Lalli Woods: 8 units mixed income (low and mod)
- LexHAB Scattered Site Program: 64 units funded through Town Meeting
How do we replicate it?

<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Start</th>
<th>Finish</th>
<th>% Complete</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>1</td>
<td>Regional Housing Service Office</td>
<td>10/1/2010</td>
<td>6/30/2011</td>
<td>35.35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Create Proposal</td>
<td>11/9/2010</td>
<td>11/15/2010</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Present to Town Managers for Commitment</td>
<td>11/9/2010</td>
<td>11/15/2010</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Draft Inter-municipal Agreement</td>
<td>10/1/2010</td>
<td>1/20/2011</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Present to Towns for Adoption</td>
<td>11/16/2010</td>
<td>1/10/2011</td>
<td>56.67%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>State organizations</td>
<td>11/16/2010</td>
<td>12/13/2010</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Housing Committees and Boards</td>
<td>11/16/2010</td>
<td>12/13/2010</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Board of Selectmen - Vote to proceed</td>
<td>12/14/2010</td>
<td>1/10/2011</td>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Implement Service Model</td>
<td>1/11/2011</td>
<td>6/30/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Finalize Interim Agreements and Plan</td>
<td>1/11/2011</td>
<td>2/14/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Selectmen Sign IMA</td>
<td>2/15/2011</td>
<td>3/7/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Develop Project Plan for each Town</td>
<td>2/15/2011</td>
<td>3/14/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Establish RHSO and Put Staff in Place</td>
<td>2/15/2011</td>
<td>5/23/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Establish Revolving Fund</td>
<td>5/5/2011</td>
<td>6/1/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Establish Advisory Committee</td>
<td>5/24/2011</td>
<td>6/20/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Launch</td>
<td>6/21/2011</td>
<td>6/30/2011</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Questions? Comments?

Thank You!

Jennifer Raitt
Assistant Director of Land Use Planning
& Chief Housing Planner
617-933-0754 | jraitt@mapc.org