



**COMMONWEALTH OF MASSACHUSETTS**  
**Department of Housing & Community Development**

**Moving to Work Program**  
**Annual Report for Fiscal Year 2021**

**Submitted to the  
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# **I. Introduction**

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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 2021, i.e. the period from July 1, 2020 through June 30, 2021.

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

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

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

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

## **A. Overview of Short Term Annual Goals and Objectives**

Highlights of FY 2021 MTW activities include:

DHCD provided rental assistance and related services to 20,770 MTW voucher households plus an additional 181 MTW households through its local non-traditional housing programs. An additional 706 households were leased through the VASH and Mainstream 5 programs. DHCD is pleased to report that the overall number of households served under MTW exceeded the number projected to be served in the Annual Plan. While the number of households served through MTW local, non-traditional programs was less than projected, the number of households served through MTW vouchers was higher than projected. Overall, DHCD exceeded HUD's requirement to serve substantially the same number of households as would have been served without MTW designation. Further, as a direct result of MTW designation, DHCD was also able to implement a

wide array of employment, training and other supportive service programs and activities designed to meet the unique and diverse needs of our clients statewide.

- There were two new activities approved for FY 2021:
  - **Fair Housing Initiative:** Under this activity, DHCD uses MTW funds to award funding to non-profit agencies to identify fair housing compliance and enforcement issues across DHCD's jurisdiction and to investigate discriminatory practices and provide enforcement assistance (including through voluntary resolution efforts and litigation) for households with a housing subsidy or voucher. Through this activity, DHCD anticipates that low-income families will have fewer barriers to finding and maintaining affordable housing. In FY 2021 DHCD developed an RFR for services and outcomes related to this fair housing initiative. Responses have been received and DHCD expects to make selections in FY 2022 with implementation anticipated in FY 2022.
  - **Emergency Waivers:** The outbreak of COVID-19 placed substantial burdens on all program stakeholders. In FY 2021, DHCD used its MTW authority and established an emergency waivers activity which addresses those burdens by easing reporting and documentation requirements, termination policies and deadlines. Additionally, through the Emergency Waivers activity, DHCD established the authority, outside of HUD, to determine when to place and lift the waivers.
- **Massachusetts Student Housing Security Pilot:** Under this activity DHCD assists youth aging out of foster care and homeless college students in completing post-secondary education by providing up to \$200,000 in MTW funds, annually for two years, to support housing costs for college students who are HCV income eligible and who meet HUD's definition of Unaccompanied Homeless Youth or who have recently aged out of foster care. In FY 2021, DHCD entered into an ISA with DHE/ICHH and completed program plans and policies and procedures for program operations. Additionally, DHCD developed a tracking mechanism to monitor outcomes of program participants. DHCD awarded scholarships to eight eligible recipients in FY 2021 and is continuing with enrollment efforts. Residency did not occur for any of the eight enrollees until the beginning of FY 2022.
- **Rent Simplification:** DHCD's Rent Simplification activity provides self-sufficiency incentives to participating households and administrative efficiencies in the processing of program transactions. Components of rent simplification include exclusion of all full-time student income, streamlined asset verification and calculation, payment standard update policies and a streamlined earned income disregard. In FY 2021 DHCD added a HUD approved income exclusion to the Rent Simplification activity. Specifically, DHCD will exclude 100% of income received from guaranteed income programs, review and approved by DHCD, which is paid to support financial stability and economic equality.
- **Multi-Year Recertifications:** In FY 2021 DHCD fully implemented the triennial recertification frequency for elderly/disabled households on fixed incomes, i.e. SS, SSI and

pensions. As a result of the COVID-19 pandemic, DHCD temporarily removed the limit on voluntary interim recertifications; however, the demand for additional interim rent reductions turned out to be low. DHCD and HCV participants continue to benefit from the efficiencies generated from the Multi-Year Recertification activity.

- **Support for Secure Jobs:** DHCD works with eight partnering agencies that provide case management and employment support services for enrolled participants. In FY 2021 under this activity, DHCD provided services to approximately 474 participants. For 30 of those SJI participants, DHCD provided Housing Choice Voucher assistance. Under the SJI Services activity, the percent of participants who were enrolled in education/job training or who were employed exceeded the expected outcome for the program (51% of participants were employed and 64% were enrolled in education or job training).
- **Expanding Housing Opportunities:** 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. Both projects experienced significant setbacks in FY 2021 as a result of the COVID-19 pandemic, including reductions in the projected debt the projects could support and sharp increases in construction costs. Efforts in FY 2021 were focused on re-establishing financial feasibility. Somerville's affordable units benefitted from the legislation of the "4% fix", which increased the amount of tax credit equity that can be raised. Chelsea received a \$5M MassWorks grant, \$4M of which will directly benefit the project. Relocation is now anticipated in September/October 2021 with an ultimate outcome of preservation of 312 public housing units.
- **Residential Assistance for Families in Transition (RAFT)/Emergency Rental & Mortgage Assistance (ERMA):** DHCD launched the Emergency Rental & Mortgage Assistance (ERMA) portion of this activity on July 1, 2020 to serve renters and homeowners between 50% and 80% of AMI who were financially impacted by the COVID-19 pandemic. DHCD conducted media campaigns and trainings for providers to assist in outreach efforts. In FY 2021, ERMA provided emergency financial assistance to 579 households, including renter households and homeowner households. The average award amount was \$4,375, and the median award amount was \$4,000. In total, approximately \$2.5M in MTW funds was used to support this activity.
- **A Better Life (ABL):** DHCD provided implementation grants to three local housing authorities to operate the ABL program. ABL, which is based on an existing program model, focuses on helping participants to achieve economic self-sufficiency through case management, education and training services. MTW Block Grant service dollars support Family Life Coaches at each of the LHAs who work with residents on work requirements and who provide coaching support to assist participants in setting personal goals in the area of work, education, family health and stability and asset building. In FY 2021, ABL services were provided to 477 participants; 33% of whom were employed and 11% who were enrolled in education and/or job training programs. The average amount of escrow earned by enrollees was \$1,372.

- **Enhanced Local Project-Based Voucher (PBV) Program:** In FY 2021, DHCD added 284 new PBV units throughout its jurisdiction with owner managed waiting lists to be employed at all new projects. By the end of FY 2021 there was a total 4,063 PBV units either committed, leased or issued. Additionally, in FY 2021, DHCD removed the previously approved policies related to transfer preferences for PB families who move to other RAA jurisdictions. This portion of the activity was not feasible given the process for wait list management.
- **Family Self-Sufficiency Program Enhancements:** DHCD's Family Self-Sufficiency (FSS) Program continued to provide training, job support and case management services to FSS families. While in FY 2021 DHCD anticipated that total participation would reach 900 participants, pandemic-related difficulties hampered that goal. At the end of FY 2021, there were 829 FSS participants. Seventy-one households graduated from the program in FY 2021 and of the families with escrow, the average escrow accumulated was \$6,422. There were many success stories among the FSS participants in the program and none more compelling than the fact that 13 FSS families were able to purchase a home in FY 2021.
- **Affordable Housing Preservation & Development Fund:** In FY 2021 DHCD utilized MTW funds to support the development and preservation of affordable rental housing. 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. The BHA project was completed in FY 2021 and all 72 units are now leased. Construction at the CHA project was delayed due to local restrictions on social distancing due to COVID-19. These restrictions impacted the CHA's ability to appropriately relocate residents during rehabilitation, and the phasing of the construction itself. Where possible, the contractor focused on exterior work during COVID restrictions. As of 7/20/21, construction was 42% completed. Additionally, in FY 2021 DHCD utilized MTW funds to support housing preservation at two new projects, one at Lakeview Avenue in Lowell, which consists of 25 units, and the other at Balch Apartments in Beverly, which consists of 20 units.
- **Supporting Neighborhood Opportunity in Massachusetts (SNO Mass):** 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. In FY 2021, SNO Mass was expanded statewide. There are now 14 staff members across the state of Massachusetts who are assisting families in the SNO Mass program. Due to the pandemic, recruitment of staff and SNO Mass participants was slowed. The availability of affordable units in Opportunity Areas was also impacted. Despite the impacts of the pandemic, RAAs provided orientation to 257 interested households, enrolled and provided counseling to 152 households, and ultimately leased up 19 households in Opportunity Areas.
- **Family Economic Stability (FES) Program:** Building economic self-sufficiency continues to be a central focus of DCHD's Family Economic Stability Program. In FY

2021 Metro Housing|Boston (the RAA which hosts this program) served 53 households in their FES program. Additionally, 14 households graduated and one household purchased a home. In FY 2021 DHCD implemented hardship policies for the FES program in response to economic/health emergencies as declared by the Governor or his/her designee. Two households were approved for hardship program extensions as a result of a loss of income due to the pandemic.

- **Youth Transition to Success Program (YTTSP):** This time-limited program provides continued support to and builds upon the successes of youth currently participating in the Family Unification - Aging Out of Foster Care Program that are facing the expiration of their subsidy. Additionally, YTTSP provides housing assistance to youth referred by the Department of Children and Families as well as referrals from other providers who target vulnerable youth. DHCD has implemented hardship policies for YTTSP in response to economic/health emergencies as declared by the Governor or his/her designee. Under this activity, DHCD served 47 participants in FY 2021 with one participant graduating from the program. Participant success stories include graduation from college, obtaining full-time employment and preparation for the purchase of a home.
- **Launch:** Under the Launch program, DHCD dedicates funds to support the connection between low-income youth living in subsidized housing and programs and services that help them obtain employment and a sustaining wage. Launch served a total of 419 participants Phase I which surpasses its three-year goal of 360 participants. In FY 2021 there were 100 new enrollees, 35 job placements, 29 education placements and 4 participants in financial coaching. In FY 2021, all planning for Phase II of the Launch activity was completed, including developing a transition plan for Launch 1.0 enrollees
- MTW activities related to the Owner Incentive Fund, Expiring Use Preservation and Payment Standard Exceptions continued in FY 2021; however, there were no new expiring use contracts in FY 2021 and the number of new owners and upgraded units under the Owner Incentive Fund were lower than normal due to challenges related to the COVID-19 pandemic.
- In FY 2021, DHCD utilized Single Fund flexibility to continue implementation on a number of initiatives including: continued work on the Data Warehouse to pool and house client data for all participating agencies, third party evaluations of the A Better Life and Launch activities, costs for Career Navigators, costs for the Economic Prosperity Manager, and other supportive services related to education partnerships, job training, homeownership and self-sufficiency program activities.

## **B. Overview of Long Term Goals**

DHCD's participation in the MTW program supports a wide range of positive housing and supportive service outcomes for thousands of participating low-income households, including families with children, seniors and people with disabilities. The programmatic flexibility afforded by MTW continues to be an important component of the Commonwealth's overall housing



strategy. The extension of the MTW Agreement until 2028 will ensure continuity of this valuable set of program tools and resources.

DHCD's long-term MTW strategy is designed to demonstrate that: 1) Housing stabilization can provide low-income households with a foundation for achieving economic self-sufficiency; and, 2) Administrative costs savings can be redirected to provide meaningful assistance to additional program participants and owners. DHCD believes that affordable housing can provide the foundation that allows 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 continue to guide DHCD's MTW strategy include:

- MTW activities must relate to one or more of the three 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.
- MTW program initiatives will respond to differences among regional and local housing markets.
- Existing and newly proposed MTW policies and activities will be reviewed under an equity lens to address historical inequities and ensure inclusive access to resources and housing.

DHCD is committed to continuing to provide opportunities for broad-based input from its RAA contractors, program participants, housing advocates and other stakeholders to inform the design of DHCD's MTW initiatives.

## II. General Operating Information

### A. Housing Stock Information

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

#### i. Actual New Project Based Vouchers

In FY 2021, DHCD entered into Agreements and/or Housing Assistance Payments Contracts for 284 new project-based voucher units at 13 different developments 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 (Planned*)	Number of Vouchers Newly Project-Based (Actual)	Status at End of Plan Year **	RAD?	Description of Project
Bentley Apartments	0	8	Committed	No	New construction Family Affordable Rental
571 Revere Street	0	8	Committed	No	New construction Family Affordable Rental
Mason Square Apts II	0	8	Committed	No	New construction Family Affordable Rental
Mary Stone	0	8	Committed	No	New construction 62+ Senior Affordable Rental
Glen Brook Way I	0	8	Committed	No	New construction Family Affordable Rental
191-195 Bowdoin	0	8	Committed	No	New construction Family Affordable Rental
Haywood House	0	8	Committed	No	New construction mixed income senior housing
Cliftex Phase II	0	8	Committed	No	Historic Rehab 55+ project
370 Essex Street	0	8	Committed	No	New construction Family Affordable Rental
Golda Meir Housing Expansion	0	20	Committed	No	New construction 62+ elderly Housing

Property Name	Number of Vouchers Newly Project-Based (Planned*)	Number of Vouchers Newly Project-Based (Actual)	Status at End of Plan Year **	RAD?	Description of Project
King's Lynne	0	176	Leased/Issued	No	Existing Affordable Family Rental
1005 Broadway	0	8	Committed	No	New construction Family Affordable Rental
Lighthouses	0	8	Committed	No	New construction Family Affordable Rental
<b>Total:</b> Planned or Actual Newly Project-Based	<b>0</b>	<b>284</b>			

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

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

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

The 50900 requires reporting of planned and reported PBVs, which will be either under AHAP or HAP during the Annual Plan fiscal year. DHCD's PBVs are allocated through the state's competitive rental round and in concert with the award of Low Income Housing Tax Credits. Proposals are due in February of each year, with funding announcements made in the Spring. Given DHCD's MTW Plan is due to HUD prior to the award of FY 2021 PBV funding, DHCD does not identify planned projects to be awarded PBVs. Further, of the awards made, DHCD cannot determine which proposals will pass all screening thresholds and enter into AHAP or HAP contracts. Accordingly, DHCD did not include planned new PBVs in the FY 2021 Plan; however, the table above includes the new PBVs which were under AHAP or HAP by the end of FY 2021.

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

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. In addition to the 284 new PBV units added to DHCD's PBV program in FY 2021, DHCD also provided subsidies and oversight for 3,779 existing PBV units.

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

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
1060 Belmont Street	7	7	Leased	No	Family and Elderly/Disabled units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
108 Newbury Street	4	4	Leased	No	Family - New construction of four-story building
109 Gilman Street	1	1	Leased	No	Family unit
1129 Dorchester Avenue	8	8	Leased	No	Family and Elderly/Disabled units
1202 Commonwealth Avenue	6	6	Leased	No	Units for homeless individuals
126 Chandler Street, Worcester	8	8	Committed	No	New Construction – Family Housing
1285-1291 Mass Avenue	4	4	Leased	No	Family units
132 Chestnut Hill Ave., Boston	8	8	Leased	No	New Construction – Elderly Housing
140 East Street	2	2	Leased	No	Elderly/Disabled units
14-24 Roach Street	8	8	Leased	No	Family units
154-168 Eagle Street	8	8	Leased	No	Family units; supportive services
165 Winter Street	3	3	Leased	No	Family - Substantial rehab of historic former school
1-7 Piedmont Street	3	3	Leased	No	Elderly/Disabled units
1740 Washington Street	8	8	Leased	No	Units for homeless individuals
181 Washington Street	8	8	Leased	No	Family - New construction of four-story, mixed-use building
19 Hancock Street	3	3	Leased	No	Units for homeless individuals
2 Hardy Street	0	6	Leased	No	Family new construction of affordable rental housing
220 Orchard Hill Drive	25	25	Leased	No	Family and Elderly/Disabled units
250 Gull Pond Road, Wellfleet	2	2	Leased	No	Family - New construction of three two-unit townhouses
28 Mount Pleasant Street	2	2	Leased	No	Units for homeless individuals
32 Kent Street	8	8	Leased	No	Family and Elderly/Disabled units
32 Old Ann Page Way	2	2	Leased	No	Family and Elderly/Disabled units
370 Harvard Street, Brookline	8	8	Leased	No	New construction - Elderly Housing
40A Nelson Avenue	3	3	Leased	No	Family units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
430-436 Dudley Street	3	3	Leased	No	Units for homeless individuals
447 Concord Road	4	4	Leased	No	Family units
4-6 Ashland Street	3	3	Leased	No	Units for homeless individuals
46-48 School Street	2	2	Leased	No	Family units
470 Main Street	7	7	Leased	No	Family and Elderly/Disabled units
48 & 52 Franklin St & 348 Chestnut St	24	24	Leased	No	Family - Rehab with 1, 2, and 3 BR units
48 Water Street	6	6	Leased	No	Units for homeless individuals
48-64 Middlesex Street	6	6	Leased	No	Family units
5 Benefit Street	4	4	Leased	No	Family units
525 Beach Street	7	7	Leased	No	Family and Disabled - Three units reserved for disabled - new construction of four-story building
57 Main Street	4	4	Leased	No	Family - PHA-owned rehab of three-story, mixed-use building
58 Harry Kemp Way	4	4	Leased	No	Family units
580 South Summer Street	12	12	Leased	No	Family - Rehab with 1, 2, and 3 BR units
6 Fort Street	8	8	Leased	No	Family and Elderly/Disabled units
66 Hudson at One Greenway	8	8	Leased	No	Disabled - PBV units reserved for disabled; new construction of 10-story high-rise
75 Amory Avenue	8	8	Leased	No	Family - New construction rental PBVs at 30% AMI
75 Cross Street	8	8	Leased	No	Supportive services
82 Green Street	10	10	Leased	No	Units for homeless individuals
86 Dummer Street	2	2	Leased	No	Family - New construction of rental in a three-story building
885C State Highway	1	1	Leased	No	Family - New construction - 40B project
9 May Street	8	8	Leased	No	Family and Elderly/Disabled units
Acre High School Apartments	8	8	Leased	No	Family and Elderly/Disabled units
Acushnet Commons	3	3	Leased	No	Family units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Ames Privilege 2	4	4	Leased	No	Family - Substantial rehab of historic mill complex
Ames Shovel Works/Main and Oliver Streets	8	8	Leased	No	Family - Substantial rehab of historic factory complex
Amory Street/10 and 20 Amory Avenue	10	10	Leased	No	Family units
Armory Street Apartments	1	1	Leased	No	Disabled - PBV unit reserved for disabled; new construction of four-unit building
Austin Corridor II	5	5	Leased	No	Family - Substantial rehab of six separate buildings
Baker Street	20	20	Leased	No	Family units
Barlett Station (Bldg A), Boston	8	8	Committed	No	New Construction – Mixed Used, Family Housing
Barnstable Family/Kimber Woods	7	7	Leased	No	Family units
Barnstable Senior/Lombard Farm	8	8	Leased	No	Elderly/Disabled units
Bedford Green Apts.	69	0	Leased	No	VASH PBV rental on VA campus
Bellingham Hill Family Homes	7	7	Leased	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Benfield Farms/South Street	5	5	Leased	No	Elderly - New construction facility for the elderly
Berkshire Peak (formerly Riverview Homes)	8	8	Leased	No	Disabled - Units reserved for disabled; new construction
Bethany Hill School	10	10	Leased	No	Family units
Blancard School, Uxbridge	6	6	Leased	No	Historic rehab – Family Housing
Bliss School	8	8	Leased	No	Family units
Borinquen Apartments (formerly Villa Borinquen)	8	8	Leased	No	Family and Elderly/Disabled units
Boston YWCA	20	20	Leased	No	Units for homeless individuals

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Bostwick Gardens, Great Barrington	8	8	Leased	No	New Construction & Rehab – Elderly Housing
Bowers Brook	4	4	Leased	No	Elderly/Disabled units
Breezy Acres Expansion/Great Cove Community	8	8	Leased	No	Family - New construction of five duplex buildings
Bridgeview Center	8	8	Leased	No	Family and Disabled - New construction of mixed-use, multi-story building
Broadway Building, Methuen	4	4	Committed	No	New Construction – Family Housing
Brook Avenue, Boston	4	4	Leased	No	Moderate Rehab – Family Housing
Cabot Housing, Beverly	8	8	Committed	No	New Construction - SRO
Cabot Street Homes	8	8	Leased	No	Elderly/Disabled units
Campbell-Purcell/Village at Nauset, Eastham	8	8	Leased	No	New Construction - Family
Canal Bluffs-Phase III, Bourne	7	7	Leased	No	New Construction – Family Housing
Capen Court	8	8	Leased	No	Elderly/Disabled units
Capital Square Apartments	8	8	Leased	No	Family units
Carpenters Glen	8	8	Leased	No	Family - Rehab of existing townhouse-style development
Carter School	8	8	Leased	No	Substantial Rehab-- Adaptive Reuse, Family units at 50% AMI
Central Building	8	8	Leased	No	Substantial Rehab of an historic building creating mixed income rental units, 50 affordable and 5 market rate
Chapin School Veterans Housing	43	43	Leased	No	Adaptive reuse of former school for Veterans
Chestnut Crossing, Springfield	8	8	Leased	No	Rehab – 0 BR units
Chestnut Park Apartments	8	8	Leased	No	Family - Adaptive reuse of former church and school; 85, 95, 57-60 Chestnut Street, 218 Hampden Street
Clay Pond Cove	8	8	Leased	No	Family units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Cole Ave., Williamstown	8	8	Committed	No	New Construction – Family Supportive Housing
Colonel Lovell's Gate Apartments Weymouth	44	44	Leased	No	Existing – Family Housing
Commonwealth Apartments	88	88	Leased	No	Expiring Use Project - Family - 88 out of 106 EVs converted to PBVs
Conant Village	15	15	Leased	No	Family units
Congress Street Residences	8	8	Leased	No	Family - New construction; Dow, Palmer, Congress, Perkins, Ward Streets
Conifer Hill Commons II	8	8	Leased	No	Family - Six units have disabled preference; new construction of three-story townhouse
Conifer Hill Commons Phase I	8	8	Leased	No	Family - Six units have disabled preference; new construction of three-story townhouse
Coolidge at Sudbury Phase II, Sudbury	8	8	Leased	No	New Construction - Family Housing
Coolidge at Sudbury	8	8	Leased	No	Age-Restricted (55+ older) - New construction of four-story building
Coolidge School Apts.	4	4	Leased	No	Elderly/Disabled units
Coppersmith Village Apartments, Boston	8	8	Leased	No	New Construction – Family Housing
Cordovan at Haverhill Station	8	8	Leased	No	Family units
Cottage Square	8	8	Leased	No	Family - Adaptive reuse of former mill (four stories)
Counting House Lofts	6	6	Leased	No	Family - Adaptive reuse of historic mill (six stories)
Cumber Homes Apartments/Cumberland and Dwight	8	8	Leased	No	Family units
Cutler Heights	7	7	Leased	No	Family and Elderly/Disabled units
Dalton Apartments	8	8	Leased	No	Family - Substantial rehab of existing multifamily housing; 11 separate buildings
Depot Crossing	8	8	Leased	No	Family units



Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Depot Village I, Hanson	5	5	Committed	No	New Construction – Family Housing
Doe House	5	5	Leased	No	Units for homeless individuals
Downing Square Arlington	3	3	Committed	No	New Construction – Family Housing
Duck Mill/Union Crossing Phase II	8	8	Leased	No	Family - Adaptive reuse of historic mill; PBVs serve 30% AMI families
Earle Street	15	15	Leased	No	Family units; supportive services
East Howard Street/Veterans Housing	8	8	Leased	No	Supportive Housing - Veterans preference; new construction, one building
Edmands House	59	59	Leased	No	Expiring Use Project - Family - 59 out of 68 EVs converted to PBVs
Familias Unidas	8	8	Leased	No	Supportive services
Fina House	7	7	Leased	No	Family units
Firehouse Place	4	4	Leased	No	Family and Elderly/Disabled units
First Lowell	30	30	Leased	No	Expiring Use Project - Family - 30 out of 37 EVs converted to PBVs
Fitchburg Place	8	8	Leased	No	Elderly/Disabled units
Fitchburg Yarn Mill	8	8	Leased	No	Family units
Forest Springs, Great Barrington	5	5	Leased	No	Family - New construction
Founders Court/979 Falmouth Road	2	2	Leased	No	Family units
Four Addresses in Arlington/Summer Broadway Bow Webster	4	4	Leased	No	Family units; 29 Bow Street, 288B Summer Street, 77 Webster Street, 222 Broadway
Four Corners Plaza, Boston	8	8	Committed	No	New Construction – Family Housing
Freedom Village	6	6	Leased	No	Family and Elderly/Disabled units
Gateway Residences on Washington	8	8	Leased	No	Family - New construction mixed-use building
General Heath Square/Hattie Kelton Apartments	8	8	Leased	No	New construction, family units
Gerson Building, Haverhill	8	8	Leased	No	New Construction – Family

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Goshen Senior Housing, Goshen	6	6	Leased	No	Elderly - New construction
Grandfamilies House	8	8	Leased	No	Supportive services
Granite Street Housing	5	5	Leased	No	Supportive services
Greater Four Corners Stabilization - Pilot, Boston	2	2	Leased	No	Family - Scattered site rehab of four buildings
Hadley Building	8	8	Leased	No	Family - Historic rehab of former furniture store
Harbor and Lafayette Homes	4	4	Leased	No	Moderate Rehabilitation with existing tenants
Harbor Cove/63 Washington Avenue	24	24	Leased	No	Supportive services
Harbor Village, Gloucester	8	8	Committed	No	New Construction – Family Housing
Hayes	4	4	Leased	No	Elderly/Disabled Units
Hearth at Olmstead Green	15	15	Leased	No	Elderly/Disabled units
High Rock Homes	8	8	Leased	No	Family units
Highland Terrace	8	8	Leased	No	Family and Elderly/Disabled units
Highland Village	110	110	Leased	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Hillside Avenue	5	5	Leased	No	Family and Elderly/Disabled units
Hillside Village	16	16	Leased	No	Family units
Holcroft Park Apartments	8	8	Leased	No	Family and Elderly/Disabled units; 30 Mill Street; 10, 22, 30 Grant Street
Holcroft Park Homes Phase II	8	8	Leased	No	Family and Elderly/Disabled units
Holtzer Park Boston	8	8	Committed	No	New Construction – Family Housing
Holyoke Farms Apartments, Holyoke	8	8	Leased	No	Mod-Rehab – Family Housing
Home Together	4	4	Leased	No	Family - New construction of two duplex buildings
Hope in Action	49	49	Leased	Yes	RAD (Rent Supp) - Existing Family Housing - seven scattered sites/two towns

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Indigo Block	0	8	Leased	No	Family new construction of affordable rental housing
Ingraham Place	8	8	Leased	No	Supportive services
Island Creek North	8	8	Leased	No	Age-Restricted (55+ older) - New construction; one four-story building
Island Creek North/Age Unrestricted	8	8	Leased	No	New construction - One four-story building; fitness center/community room
Ivory Keys Apartments Leominster	8	8	Leased	No	Substantial rehab of former piano factory; 4 family units and 4 reserved for disabled
Jackson Commons	8	8	Leased	No	Family - New construction of four-story building
Janus Highlands	8	8	Leased	No	Family units
Jewel Crossing, North Attleboro	8	8	Leased	No	Family - New construction; mixed income
Kaszanek House, Malden	8	8	Leased	No	Rehab of 11-unit SRO facility with a homeless preference
Kendrigan Place	8	8	Leased	No	Family - Rehab of existing six-story building
Kennedy Building Apts., Hanover	4	4	Leased	No	Family. New construction
Kensington Court @ Lakeville Station	8	8	Leased	No	Family units
KGH Phase 4	5	5	Leased	No	Family and Elderly/Disabled units
King Street	5	5	Leased	No	Supportive services
Kings Landing	78	78	Leased	No	Expiring Use Project - Family - 78 out of 108 EVs converted to PBVs
Knitting Mill Apartments	8	8	Leased	No	New construction
Lafayette Housing	8	8	Leased	No	Family units; 10 Congress Street, 3-13 Prince Street Place
Lawson Green Apartments Scituate	8	8	Leased	No	New Construction – Senior Housing

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Lenox Schoolhouse, Lenox	4	4	Leased	No	Age Restricted (55+ older) - Existing project changing from Assisted Living to 55 and older
Lincoln Hotel	63	63	Leased	No	Family units
Little Pond Place, Falmouth	4	4	Leased	No	New Construction - Family Housing
Loft @ 30 Pines (formerly Heywood Wakefield 4)	8	8	Leased	No	Family - Substantial rehab of historic former mill
Loring Towers	8	8	Leased	No	Family units
Ludlow Mill, Ludlow	8	8	Leased	No	Age Restricted (55+ older) - Adaptive reuse of historic mill building
Lunenburg Senior Living Lunenburg	8	8	Leased	No	New Construction – 55+ Senior Housing
Lydia Square Rockland	8	8	Leased	No	New Construction – Family Housing
Malden Mills Phase II	7	7	Leased	No	Family - Adaptive reuse of historic mill building into 62 units
Marion Village Estates/Front Street/Route 105	8	8	Leased	No	Family - New construction of two buildings/two stories
Marshall Place Apartments	8	8	Leased	No	Elderly/Disabled units
Mashpee Wampanoag Housing, Mashpee	8	8	Leased	No	New Construction - Family
Mashpee Village Phase II	8	8	Leased	No	Family - Rehab of existing affordable housing; 51 garden-style buildings
Mattapan Station (4%) Boston	6	6	Committed	No	New Construction – Mixed Use, Family Housing
Mattapan Station (9%) Boston	2	2	Committed	No	New Construction – Mixed Use, Family Housing
Mayhew Court	12	12	Leased	No	Family units
McCarthy Village/Whittlesey Village	12	12	Leased	No	Family - New construction of six duplexes on surplus housing authority land
Mechanic Mill 2017	8	8	Leased	No	Substantial Rehab- Adaptive Reuse, Family units at 30%
Melpet/Route 134 Community Housing	7	7	Leased	No	Family - New construction of eight

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
					farmhouse-style buildings
Middlebury Arms	49	49	Leased	No	Expiring Use Project - Family - 49 out of 62 EVs converted to PBVs
Montello Welcome Home II	8	8	Leased	No	New construction. Supportive housing services- homeless preference.
Montello Welcome Home Phase I	8	8	Leased	No	Supportive Housing - Homeless preference; new construction of 20-unit building (+1-2units)
Moran Square Redevelopment Fitchburg	8	8	Committed	No	New Construction – Mixed Used, Family Housing
Morgan Woods/Pennywise Path	6	6	Leased	No	Family units
Moseley Apartments	6	6	Leased	No	Substantial Rehab-- Adaptive Reuse, Family units at 30% AMI
Noquochoke Village, Westport	8	8	Leased	No	New Construction – Family Housing
North Bellingham Veterans Home	8	8	Leased	No	Supportive Housing - Veterans preference; substantial rehab of legion post
North Square at the Mill District	8	8	Leased	No	New construction, family units at 30% AMI
North Village	134	134	Leased	Yes	RAD (Rent Supp) - Existing Family Housing; 12 townhouse-style buildings
Northampton Lumber Yard Apartments, Northampton	8	8	Leased	No	New Construction – Family Housing
Ocean Shores	8	8	Leased	No	Elderly/Disabled units
Old High School Commons	6	6	Leased	No	Family and Elderly/Disabled units
Olmstead Green 100, Boston	8	8	Leased	No	New Construction – Family
Olmstead Green Affordable Rental IV Boston	8	8	Committed	No	New Construction – Family Housing
Olympia Oaks	8	8	Leased	No	Family - New construction; 11 buildings

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
One Beach	8	8	Leased	No	Age-Restricted (55+ older) - New construction; four stories/elevator
Oscar Romero	8	8	Leased	No	Family and Elderly/Disabled units
Outing Park I	94	94	Leased	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Outing Park II	81	81	Leased	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Oxford Ping on 3-4 Ping Street	4	4	Leased	No	Disabled - New construction of 10-story (w/elevator) building: PBV units reserved for disabled
Pac 10 Lofts, Phase Two Lawrence	8	8	Committed	No	New Construction – Family Housing
Paige Apartments	8	8	Leased	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Palmer Cove	6	6	Leased	No	Family and Elderly/Disabled units, supportive services
Paradise Pond Apartments	8	8	Leased	No	Family units
Parcel 25 Phase 1A, Boston	8	8	Leased	No	Family - New construction; five-story, mixed-use building
Parcel 25 Phase 2 Boston	8	8	Leased	No	New Construction – Family Housing
Parcel 8 & 9 Lowell	8	8	Committed	No	New Construction – Mixed Use, Family Housing
Pelham House	3	3	Leased	No	Elderly/Disabled units
Pilot Grove Apartments II	7	7	Leased	No	Family - New construction of five townhouse buildings
Pine Woods	5	5	Leased	No	Family and Elderly/Disabled units
Powderhouse Village	8	8	Leased	No	Elderly/Disabled units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Prichard Academy	2	2	Leased	No	Family - Rehab of two four-story buildings
Prospect Hill	4	4	Leased	No	Family units
Puerta de la Esperanza	27	27	Leased	No	Family - Rehab with 1, 2, and 3 BR units
Putnam Green	8	8	Leased	No	Family units
Reed House Annex	8	8	Leased	No	Supportive services
Renwood-PWA Ltd. Part./158 Walnut Avenue	8	8	Leased	No	Supportive services
Renwood-PWA Ltd. Part./36 Edgewood Street	3	3	Leased	No	Supportive services
Renwood-PWA Ltd. Part./526 Mass. Avenue	7	7	Leased	No	Supportive services
Residences at Brighton Marine	8	8	Leased	No	New construction, family units 100% preference for veterans
Residences at Canal Bluff	3	3	Leased	No	Family units
Residences at Fairmount Station, Boston	6	6	Leased	No	New Construction – Family Housing
Residences at Stonybrook	4	4	Leased	No	Family units
Residences at Stonybrook Phase II	8	8	Leased	No	Family - New construction of seven townhouse-style buildings
Reviviendo	3	3	Leased	No	Units for homeless individuals; 105 Newbury Street, 105 Haverhill Street, 60 - 62 Newbury Street, 10 Jackson Terrace
Rice Silk Mill	5	5	Leased	No	Family units
River Street/Herring Brook, Norwell	4	4	Leased	No	New Construction – Elderly Housing
RTH Riverway	8	8	Leased	No	Disabled - Units reserved for disabled; new construction of 10-story building
Ruggles Assisted Living	35	35	Leased	No	Supportive services
Russell Terrace	2	2	Leased	No	Units for homeless individuals
Sacred Heart	8	8	Leased	No	Elderly/Disabled units; 23 Hawley Street, 30 Groton Street, 32 Groton Street

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Salem Harbor	4	4	Leased	No	Family units
Salem Heights	72	72	Leased	No	Family units
Salem Point LP/Harbor, Ward, Peabody Streets	7	7	Leased	No	Family units; 43, 57-59, 64 Harbor; 43 Ward; and 38 Peabody Street
Sally's Way	4	4	Leased	No	Family - New construction of six buildings on town-owned land (99-year lease)
Sanford Apartments	5	5	Leased	No	Family units
Saunders School Apartments	16	16	Leased	No	Supportive services
Senior Residences at Machon, Swampscott	8	8	Committed	No	New Construction – 55+ Senior Housing
Shoe Shop Place	5	5	Leased	No	Family - Adaptive reuse of an old mill creating rental housing
Sirk and Chestnut Square Redevelopment, Lowell**	8	8	Committed	No	Existing – Rehab, Family Housing
Sirk Building	8	8	Leased	No	Family units
Sitkowski School	8	8	Leased	No	Elderly - Substantial rehab of former school
Southgate Place	6	6	Leased	No	Family and Elderly/Disabled units
Spencer Green	8	8	Leased	No	Family and Elderly/Disabled units
Spencer Row	8	8	Leased	No	Family and Elderly/Disabled units
Spring Gate	181	181	Leased	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Hill	37	37	Leased	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Meadow	52	52	Leased	No	Expiring Use Project - Family - 52 out of 98 EVs converted to PBVs
Squantum Gardens/The Moorings	39	39	Leased	No	Elderly/Disabled units
Squirrelwood, Cambridge	2	2	Committed	No	Rehab and New Construction - Family Housing
St. Joseph's Apartments	4	4	Leased	No	Family units



Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
St. Joseph's Redevelopment	8	8	Leased	No	Family (3 units) and Disabled (5 units) - New construction of four-story, mixed-use building
St. Polycarp I	8	8	Leased	No	Family and Elderly/Disabled units
St. Polycarp-Phase II	8	8	Leased	No	Family units
St. Polycarp-Phase III	8	8	Leased	No	Family and Disabled - Three units reserved for disabled - New construction of three-story building
St. Therese Condo I Everett	8	8	Committed	No	New Construction – Senior Housing (62yrs or older)
St. Therese Condo II Everett	8	8	Committed	No	New Construction – Senior Housing (62yrs or older)
Stable Path Residences	5	5	Leased	No	Family - New construction of 10 buildings (2- and 3-bedroom townhouses)
Stage Coach Residences	6	6	Leased	No	Family (4 units) and Disabled (2 units) - New construction/surplus PHA land
Steven's Corner	8	8	Leased	No	Family and Elderly/Disabled units
Sudbury	11	11	Leased	No	Family units; 41 Great Road, 56 Great Road, 11 Ford, 19 Greenwood, 10 Landham
Summerhill Glen	89	89	Leased	No	Expiring Use Project - Family - 89 out of 120 EVs converted to PBVs
Tapley Court	8	8	Leased	No	Family and Elderly/Disabled units
Tenney Place Phase I	8	8	Leased	No	Family - New construction of two buildings
Tenney Place Phase II, Haverhill	6	6	Leased	No	New Construction – Family Housing
Terrapin Ridge Sandwich	8	8	Committed	No	New Construction – Family Housing
Thankful Chase	5	5	Leased	No	Family and Elderly/Disabled units

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
The Flats @ 22 (formerly Standard Box Apartments)	5	5	Leased	No	Family and Disabled - Four units reserved for disabled; new construction/townhouse style
The Kendall	8	8	Leased	No	Existing SRO; six units at 50% AMI and two units at 30% AMI
The Residences at Salisbury Square	8	8	Leased	No	Family new construction of affordable rental housing
The Residences at Yarmouth Gardens Yarmouth	8	8	Committed	No	New Construction – Family Housing
TILL Building	5	5	Leased	No	Family units
Tri-Town Landing	8	8	Leased	No	Family - New construction on site of former drive-in
Tri-Town Landing I	8	8	Leased	No	Family units
Tri-Town Landing II	8	8	Leased	No	Family - New construction of three-story building; former drive-in
Twelve Summer Street	4	4	Leased	No	Family units
Union Crossing	8	8	Leased	No	Family units
Union Street Lofts, New Bedford	5	5	Leased	No	Existing – Rehab, Family Housing
Unity House	8	8	Leased	No	Family units; supportive services
Unquity House	139	139	Leased	Yes	RAD (Rent Supp) - Existing Elderly Housing - one high rise
Veteran's Supportive Housing/1323 Broadway Street	7	7	Leased	No	Supportive Housing - Homeless veterans; rehab of former nursing home
Veterans Park Apartments/Schoolhouse Green	8	8	Leased	No	Elderly/Disabled units
Village at 815 Main	5	5	Leased	No	Family units
Village at Hospital Hill	8	8	Leased	No	Elderly/Disabled units
Village at Hospital Hill II <i>Part of Phase I</i>	8	8	Leased	No	Elderly/Disabled units
Village at Lincoln Park	3	3	Leased	No	Family - New construction on former amusement park site

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Village at Lincoln Park Senior, Dartmouth	8	8	Leased	No	Elderly - New construction
Village Center/Haydenville	6	6	Leased	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	No	Family - New construction of two three-story buildings
Village Green Phase II	8	8	Leased	No	Family - New construction - Phase II - PBVs are at 30% AMI
Wadleigh House	7	7	Leased	No	Supportive services
Washington Square	8	8	Leased	No	Family and Elderly/Disabled units
Washington Street SRO, Malden	4	4	Leased	No	Rehab of SRO facility (three-story building) preference for disabled
Washington Westminster House, Boston*	8	8	Committed	No	New Construction - Family Housing
Water Mill (formerly Whitney Carriage)	8	8	Leased	No	Family and Elderly/Disabled units
Wells School Apartments, Southbridge	8	8	Committed	No	New Construction – 55+ Senior Housing
Westfield Hotel	5	5	Leased	No	Supportive services
Westhampton Senior	3	3	Leased	No	Elderly/Disabled units
Westhampton Woods/Senior Housing-Phase II	2	2	Leased	No	Elderly - New construction of four duplex buildings
Westport Village Apartments	12	12	Leased	No	Elderly/Disabled units
Whipple School Annex	8	8	Leased	No	Elderly/Disabled units
Wilber School	8	8	Leased	No	Family units
Wilkins Glen	82	82	Leased	No	Expiring Use Project - Family - 82 out of 103 EVs converted to PBVs
Winter Gardens	6	6	Leased	No	Family and Elderly/Disabled units
Winter Street	13	13	Leased	No	Family - Workforce rental housing
Winthrop Apartments	8	8	Leased	No	Elderly - New construction of four-story building

Property Name	Number of Project-Based Vouchers (Planned*)	Number of Project-Based Vouchers (Actual)	Status at End of FY 2021**	RAD?	Description of Project
Woods at Wareham	19	19	Leased	No	Expiring Use Project - Family - 19 out of 22 EVs converted to PBVs
Worcester Loomworks 2	8	8	Leased	No	Family - New construction (55 units); former mill site
Yarmouth Green	7	7	Leased	No	New construction, family housing at 30% AMI
YMCA	30	30	Leased	No	Elderly/Disabled units; two units for homeless individuals
YWCA Market Street	4	4	Leased	No	Family - Rehab of an existing five-unit building plus a new addition for five units
Zelma Lacey Mishawum	20	20	Leased	No	Supportive Services
<b>Total:</b> Planned and Actual Existing Project-Based	<b>3,834</b>	<b>3,779</b>			

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

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

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

Bedford Green Apartments is a VASH PBV development, which was incorrectly included in the Plan. These 69 units have been removed from the actual unit count. Two additional developments were not included in the Plan and were added to the report; 2 Hardy Street and Indigo Block totaling 14 PBV units.

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

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

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

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

## B. Leasing Information

### i. Actual Number of Households Served

Table 3 below provides information only on MTW households that DHCD served during FY 2021. In total, in FY 2021 DHCD served 20,770 households through its HCV MTW program and 181 households in DHCD's Local Non-Traditional Programs.

**Table 3: Actual Number of Households Served**

Number of Households Served Through:	Number of Unit Months Occupied or Leased* Planned	Number of Unit Months Occupied or Leased* Actual	Number of Households Served** Planned	Number of Households Served** Actual
MTW Public Housing Units Leased	0	0	0	0
MTW HCV Utilized	243,156	249,240	20,263	20,770
Local, Non-Traditional: Tenant-Based	6,948	1,302	579	109
Local, Non-Traditional: Property-Based	864	864	72	72
Local, Non-Traditional: Homeownership	0	0	0	0
<b>Planned and Actual Totals</b>	<b>250,968</b>	<b>251,406</b>	<b>20,914</b>	<b>20,951</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 or Leased by the number of months in the Plan Year (as shown in the Annual MTW Plan).

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

The number of households served by MTW HCV was higher than planned as there was less turnover than anticipated in FY 2021 due to the continued impact of the pandemic.

DHCD used the HUD required methodology to calculate Planned Number of Unit Months Occupied/ Leased; however, DHCD did not expect all local, non-traditional households to be leased/relocated or all subsidies to be paid for all 12 months of the plan year. Accordingly, the local non-traditional program leasing numbers were significantly lower than planned as construction on the projects related to Expanding Housing Opportunities was delayed due to the construction restrictions imposed by COVID-19. The RAFT/ERMA program had substantially fewer than anticipated participants due to the additional funding sources, which were made available. Enrollment in the Mass Student Housing Security Pilot began in FY 2021; however, residency did not begin until July 2021 which is FY 2022.

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 and Number)	Number of Unit Months Occupied or Leased Planned*	Number of Unit Months Occupied or Leased Actual*	Number of Households Served Planned*	Number of Households Served Actual*
Tenant-Based	Family Economic Stability Program (FESP), Activity 2000-1	600	468	50	39
Tenant-Based	Youth Transition to Success Program (YTTSP), Activity 2011-5	684	487	57	41
Tenant-Based	Expanding Housing Opportunities: Relocation Assistance, Activity 2018-1	3,744	0	312	0
Tenant-Based	Residential Assistance for Families in Transition (RAFT), Activity 2018-2	1,680	347	140	29
Tenant-Based	Massachusetts Student Housing Security Pilot, Activity 2020-1	240	0	20	0
Property-Based	Affordable Housing Preservation and Development Fund Activity 2018-9	864	864	72	72
Homeownership	N/A	0	0	0	0
<b>Planned and Actual Totals</b>		<b>7,812</b>	<b>2,166</b>	<b>651</b>	<b>181</b>

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

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

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Support for Secure Jobs Initiative (Services Only)	37	444
Launch	35	419
A Better Life Program Model	32	378

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	DHCD did not have any leasing issues in the MTW HCV program.
Local, Non-Traditional – FESP	53 households were assisted throughout the year; however, because of graduations and rolling enrollment, all households were not leased for the entire 12 month period. The goals for households assisted was 50, which was met.

<b>Housing Program</b>	<b>Description of Actual Leasing Issues and Solutions</b>
Local, Non-Traditional – YTTSP	47 households were assisted throughout the year; however because of graduations and rolling enrollment, all households were not leased for the entire 12 month period. The program was still feeling the effects of the pandemic and referrals were lower than expected for this program. Additionally, participants reported increased difficulty finding units. The goal for households assisted was 57.
Local, Non-Traditional – Expanding Housing Opportunities – Relocation Assistance	Efforts in FY 2021 were focused on re-establishing financial feasibility. Both sites engaged in extensive efforts to value engineer reductions in cost without sacrificing quality. No units were completed in FY 2021, however, plans still require preservation of all 312 units.
Local Non-Traditional – RAFT/ERMA	The demand for emergency rental/mortgage assistance from households at 50-80% AMI was not as high as anticipated – most likely because so many people lost their jobs and fell into the lower 0-50% AMI bracket – so ERMA spending was lower than expected. Furthermore, as a result of the federal government’s response to the pandemic, DHCD received an influx of federal resources for emergency rental assistance in FY 2021. This meant that by the end of FY 2021, ERMA was primarily serving low-income homeowners while renters received assistance from other programs.
Local Non-Traditional Massachusetts Student Housing Security Pilot	Students were awarded scholarships at the end of FY 2021; however, residency did not begin until July 2021 which is the start of FY 2022. Leasing numbers are anticipated to increase in FY 2022.

## C. Waiting List Information

### i. Actual Waiting List Information

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

<b>Waiting List Name</b>	<b>Description</b>	<b>Number of Households on Waiting List</b>	<b>Waiting List Status (Open, Partially Open or Closed)</b>	<b>Was the Waiting List Opened During the Plan Year?</b>
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	Other	40,425	Open	Yes
Tenant-Based Local Non-Traditional MTW Housing Assistance Program: FES	Other	134	Open	Yes

## Description of waiting lists categorized as “other

**Federal MTW HCV MTW and Non-MTW Waiting List:** DHCD combines site-based and centrally managed wait list features. All of DHCD’s Section 8 programs (including MTW and Non-MTW vouchers) use a regional, centrally managed wait list with the exception of certain Project Based developments. There are currently one hundred fifty (150) Project Based developments that have owner managed site-based wait lists. The remaining Project Based developments have centrally managed waitlists maintained by DHCD and each regional administering agency.

**Local Non-Traditional Waiting List:** The Tenant-Based Local Non-Traditional MTW Housing Assistance Program is the Family Economic Stability Program. The waitlist for this program is managed by Metro Housing|Boston. Applicants must meet certain requirements such as working at least part-time or participating in a full-time job training program.

## Describe any duplication of applicants across waiting lists

The individuals on the Local Non-Traditional Waiting List for the FES program may also be on the Federal HCV Waiting List.

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

Waiting List Name	Description of Actual Changes to Waiting List
No Changes	No Changes

## D. Information on Statutory Objectives and Requirements

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

### i. 75% of Families Assisted are Very Low Income

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

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
80% - 50% Area Median Income	2
49% - 30% Area Median Income	9
Below 30% Area Median Income	7
<b>Total Local, Non-Traditional Households Admitted</b>	<b>18</b>



ii. **Maintain Comparable Mix**

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

Family Size	Occupied Public Housing Units	Utilized HCVs	Non-MTW Adjustments*	Baseline Mix Number	Baseline Mix 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>Total</b>	NA	19747	0	19747	100%

\* “Non-MTW Adjustments” are defined as factors that are outside the control of the MTW PHA and/or unrelated to the MTW PHA’s local MTW program.

**Describe the justification for any “Non-MTW Adjustments” given above:**

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%	8,338	40%	9%
<b>2 People</b>	24%	5,244	25%	1%
<b>3 People</b>	22%	3,611	17%	-5%
<b>4 People</b>	14%	2,055	10%	-4%
<b>5 People</b>	6%	910	4%	-2%
<b>6+ People</b>	3%	503	2%	-1%
<b>Totals</b>	100%	20,661		

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

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

The percentage of families in 1 BR units increased similarly (9%) in FY 2021 to the increases seen in FYs 2019 and 2020. This increase continues to be the result of the number of families aging in place and a continued increase in disabled veterans.

The variance in households served shown in Tables 3 and 9 is due in part 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.

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

**Table 10: Transition to Self-Sufficiency**

<b>MTW Activity Name and Number</b>	<b>Number of Households Transitioned to Self-Sufficiency*</b>	<b>MTW PHA Local Definition of Self-Sufficiency</b>
Support for the Secure Jobs Initiatives: Vouchers and Services, Activity 2018-3	30	Participants who have secured subsidized or market rate housing.
Support for the Secure Jobs Initiatives: Services Only, Activity 2018-4	95	Participants who have secured subsidized or market rate housing.
A Better Life Program Model, Activity 2018-5	64	Part-time or full-time employment where prior to ABL, the participant was unemployed
Family Economic Stability (FES) Program, Activity 2000-1	14	Graduation from the FES Program
Multi-Year Recertifications, Activity 2011-4	15	Participants who were EOPd at \$0 HAP
Youth Transition to Success Program (YTTSP), Activity 2011-5	1	Graduation and completion of the program
Family Self Sufficiency (FSS) Program Enhancements, Activity 2012-5	81	Participants who graduated from the program
Rent Simplification, Activity 2015-1	15	Participants who were EOPd at \$0 HAP
Launch, Activity 2019-1	225	Participants who are enrolled in an education program or whose wage income is equal to or exceeds \$14,040, the estimated wages earned annually if the participant is working 20 hours a week at minimum wages. Outcome reflects total as of the end of Phase I of Launch.
Massachusetts Student Housing, Security Pilot 2020-1	0	Participants who graduate from college
	(15)	<b>Households Duplicated Across MTW Activities</b>
	<b>525</b>	<b>Total Households Transitioned to Self Sufficiency</b>
*Figures should match the outcome reported for all activities where the goal of increased self-sufficiency is used in Section IV of this Annual MTW Report.		

DHCD has indicated that it does not believe the Self-Sufficiency metrics are applicable to the Support for Secure Jobs, A Better Life Program and/or the Rent Simplification activities;

however, HUD has required their use. There are 15 households duplicated which are the ones from the Biennial Recertification and Rent Simplification activities.

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

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

## **IV. Approved MTW Activities**

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This section of the Annual Plan summarizes and provides a status update on MTW activities that have been previously approved by HUD and implemented by DHCD. As required, this section also includes summary information on MTW activities that have not yet been implemented, closed out activities, or activities placed on hold by DHCD.

### **A. Implemented Activities**

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

##### **Plan Year Approved, Implemented, Amended**

Approved FY 2000 and implemented FY 2001.

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

FESP is an assistance model, which provides a fixed annual stipend for five years 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 Metro Housing|Boston staff. Participants may select any housing unit, which they deem affordable and appropriate for their needs and which passes a Housing Quality Standards inspection. The FES program also assists 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.

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

- Are committed to maintaining employment and agree to provide information to assess the effectiveness of the program; and,
- Families who are working at least part-time, who are imminently employed, or who are enrolled in a full-time job-training program.
- At voucher issuance, household income must be sufficient to ensure that the tenant share of rent, with the subsidy, is no more than 40% of the monthly income.

FES provides participants with a “flat subsidy” that is not tied to household income. When a participant increases their earned income, as required by the program, their rent subsidy will not decrease. Conversely, if participants lose their jobs, their subsidy will not increase. FES staff and participants work closely to manage employment stability to avoid sudden loss of income. Participants are supported in their housing search and selection to determine the most affordable unit based on family size and counseled to consider the challenges of a flat subsidy when selecting potential housing. Participants are also required to participate in financial coaching.

DHCD continues to review and adjust subsidies levels for consistency with housing costs. In each program year, DHCD reviews expansion of support funds options to include incentive payments for completion of goals such as retaining employment, removal from TANF or completion of a job-training program. Any approved incentives payments will be part of the \$1,800 year cap.

#### Program Extensions

DHCD, on a case-by-case basis, may extend the rental subsidy for an additional six months following a loss of earned income as a result of an economic/health emergency as declared by the Governor or his/her designee.

#### Hardship Policy

Households meeting the conditions outlined below, may apply for a hardship. All of the hardship criteria below relate to hardships caused by economic/health emergency as declared by the Governor or his/her designee and are only applicable during such emergencies.

- Subsidy – In the event of job loss, and a resulting rent burden greater than 40% of household income, participants may request to have their subsidy temporarily returned to their enrollment subsidy level. DHCD will review and approve these requests in consultation with Metro Housing|Boston.
- Support Funds: DHCD waives the policy prohibiting the use of support funds for rent share in the event of job loss. Note: in order to maintain the availability of flexible support funds to meet other needs, all other available financial supports will be reviewed before releasing support funds.
- Escrow Funds: DHCD allows the use of accrued escrow funds to make payments for essential expenses such as rent, utility payments including internet access if enrolled in on-line classes. Note: in order to maintain the availability of escrow funds to maintain an asset base, all other available financial supports will be reviewed before releasing escrow funds.

#### **Impact**

The FES Program continued 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.

The FES Program had 53 participating families during the fiscal year. Fourteen (14) participants graduated during FY 2021 and 12 new families enrolled. Of the families participating in FES, 89% have savings with an average savings of \$3,812 and 45% have accumulated escrow with an average escrow of \$1,360. Ninety-one percent (91%) of participating families have earned income, representing an average earned income of \$39,869. One FES household purchased a home in FY 2021. At the close of the fiscal year, 4 new FES households were pending lease-up and one existing FES household was in the process of moving. The FES Program currently has a waitlist of 134 households.

Metro Housing|Boston has assisted a number of households since program inception. There are always cases that loom large and which illustrate the commitment of the program participants as well as the positive impact of the FES program. Included below are two such examples

SR obtained two degrees during her participation in the FES program - an associate's degree and a bachelor's degree both in business management. She increased her credit score by 172 points and obtained employment as an Operations Project Manager. SR also enrolled in an accredited real estate program. Her asset base increased from \$1,500 at program start to \$7,900 by program end. Finally, SR has purchased a home and utilized her savings to cover her closing costs. She provided the following feedback on the FES program:

“Thank you for the opportunity to be a part of this wonderful program. I entered this program at a time of my life in which I lost someone important to my children and me..... This FES program has been a blessing for my kids and I, because without this financial support, assistance with education, and the housing costs, I would have never been able to maintain. I persevered through with the guidance and benefits from this program. CR was truly amazing in her support, and meeting CW towards the end of my journey has been truly a blessing. Thank you, DHCD/Metro Housing, for providing this wonderful program for families. This program gave my family the added support we needed for stability. It is still quite scary now becoming a homeowner, I've been second guessing myself the whole time, but now I need to put all my accomplishments to great use for my family.”

When DT joined FES her credit score was 430, her household income \$33,000 and her savings \$200. Upon graduation from FES, her credit score rose to 586, all outstanding debts were paid down, her income increased to \$50,000 and she had an asset base of \$7,661. DT is planning to develop an online wellness program as a small business start-up using her certification as a fitness trainer. Ultimately, DT plans to purchase a home.

As a result of the COVID-19 pandemic, DHCD implemented its emergency hardship policies. In FY 2021, three (3) households requested a program extension for an additional six months due to a loss of earned income. Two households were granted the extension. No other hardship requests were received.

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

No non-significant changes were made.

#### **Actual Changes to Metrics/Data Collection**

DHCD revised the benchmark for metric SS #2 to more accurately reflect average escrow taking into account graduation and the addition of new participants. The metric for moves to a better neighborhood could not be determined due to a software related issue.

#### **Metrics**

<i>CE #4: Increase in Resources Leveraged*</i>
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Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$0.00	N/A	N/A
* 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.				
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$18,937	\$27,957	\$39,869	Yes
SS #2: Increase in Household Savings				
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	\$1,150	\$1,360	Yes
Average amount of <b>savings</b> of households affected by this policy in dollars (increase).	\$0.00	\$381	\$3,812	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Unemployed	1 participant	10 participants	5 participants	Yes
	1% of participants	20% of participants	9% of participants	
Employed Part-Time or Full-Time	85 participants	40 participants	48 participants	Yes
	99% of participants	80% of participants	91%	
Enrolled in an Educational Program or Job Training**	0 participants	4 participants	9 participants	Yes
	0% of participants	8% of participants	17%	
*Baseline numbers represents data from program implementation at which time two agencies administered the FES program. Currently only 1 agency administers the FES program and the target participation is 50 households. **Participation in education is required only at some point in the program. Totals will vary based on when current participants participate in their required education component.				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	4 households in FY 2015	7 households	7 households	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	50 households	53 households	Yes
<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	\$996	Yes
<b>SS #7: Increase in Agency Rental Revenue*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$473 in FY 2015	\$674	\$822	Yes
<i>*Represents Average Tenant Rent to Owner.</i>				
<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	5 households*	14 households	Yes
<i>*Self-sufficiency is defined as graduation from the FES Program.</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	5 households	Not Available	N/A
<b>HC #6: Increase in Homeownership Opportunities</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	0 households	0 households	1 household	Yes

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

All benchmarks were met.

## Activity 2010-2: Payment Standard Exceptions

### Plan Year Approved, Implemented, Amended

Approved and implemented FY 2010.

### 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.

DHCD continued to utilize its MTW authority to approve payment standard exceptions without prior HUD approval.

### Impact

In FY 2021, DHCD received two (2) requests for reasonable accommodation (RA) payment standard (PS) exceptions. DHCD approved both of those requests. DHCD's updated payment standards provide disabled households with greater flexibility in locating units and ultimately reduces the number of requests for RA payment standards.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made.

### 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	2	Yes
<i>CE #1: Agency Cost Savings*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Total cost of task in dollars (decrease).	<b>Total cost prior to implementation:</b> \$82  <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 after implementation:</b> \$79  <b>Time to process request:</b> .75 hours  <b>Requests:</b> 5  <b>Staff hourly rate:</b> \$21.00	<b>Total cost after implementation:</b> \$33  <b>Time to process request:</b> .75 hours  <b>Requests:</b> 2  <b>Staff hourly rate:</b> \$22.22	Yes
<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).	<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>Total time after implementation:</b> 3.75 hours  <b>Time to process request:</b> .75 hours  <b>Requests:</b> 5	<b>Total time after implementation:</b> 1.5 hours  <b>Time to process request:</b> .75 hours  <b>Requests:</b> 2	Yes
<i>*These metrics include payment standard exception requests that were granted as a reasonable accommodation.</i>				

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

This metric reflects the number of requests for payment standard exceptions that DHCD received and approved. DHCD has no control over the number of RA payment standard requests which are made.

## Activity 2010-3: Owner Incentive Fund

### Plan Year Approved, Implemented, Amended

Approved and implemented FY 2010.

### Description/Update

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

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

The program has been implemented 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.

DHCD has the flexibility to adjust the program criteria and payment amounts as needed to respond to local market conditions, particularly when planning an expansion of this program to additional RAAs. DHCD continues to assess the feasibility of expanding the program to other regions using the same program parameters, with a focus on increasing the number of new landlords participating in the program and increasing the number of units available in high opportunity communities.

### Impact

In FY 2021, DHCD provided incentives to four (4) owners for four (4) units. One new A grade unit was added and three (3) units were upgraded from a C to a B grade. Additionally, four (4) new owners were added to the HCV Program in FY 2021. No new accessible units were brought on to the program in FY 2021. DHCD will continue to look for ways to expand this activity and conduct outreach to increase the number of units leased in underserved neighborhoods..

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made.

### Metrics

<i>HC #5: Increase in Resident Mobility</i>
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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	4	No

#### **Actual Significant Changes**

No significant changes were made.

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

New owner participation fell again in FY 2021 as the economic/health emergency caused by the COVID-19 pandemic impacted the owner ability to upgrade units as well as owner potential to bring new rental units on the program.

## Activity 2010-4: Development of Local Forms

### Plan Year Approved, Implemented, Amended

Approved FY 2010 and implemented FY 2013.

### Description/Update

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

To date, DHCD has developed an addendum to the PBV HAP contract to reflect DHCD’s MTW policies, a local version of the FSS Contract of Participation and Individual Training and Service Plan and a local version of the Privacy Act and Release Form. While the new forms do not result in agency savings, the new forms more accurately reflect DHCD’s MTW program and policies.

### Impact

In October 2020, DHCD implemented its local MTW Privacy Act form to replace the HUD-9886 form. Due to the time constraints and competing priorities of the pandemic, DHCD did not complete the local versions of the HCV Tenancy Addendum, the Project Based Tenancy Addendum and PBV Statement of Family Responsibility which will reflect differences between the provisions in the documents and DHCD’s MTW policies.

### Actual Non-Significant Changes

No non-significant changes were made in FY 2021.

### Actual Changes to Metrics/Data Collection

Benchmarks for CE #1 and CE #2 are based on the annual average number of new PBV contracts. No other changes to metrics or data collection methods were made in FY 2021.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	<b>Total cost prior to implementation:</b> \$400  <b>HAP Contracts executed in FY 13:</b> 11  <b>Time to Prepare HAP contract prior to implementation:</b> 2 hours	<b>Total cost after implementation:</b> \$53  <b>Expected AHAP/HAP Contracts executed in FY 2021:</b> 10  <b>Time to Prepare HAP contract after implementation:</b> .25 hours	<b>Total cost after implementation:</b> \$72  <b>Expected AHAP/HAP Contracts executed in FY 2021:</b> 13  <b>Time to Prepare HAP contract after implementation:</b> .25 hours	Yes, more contracts were entered into than planned; however, time savings was realized

	<b>Average hourly wage: \$18.17</b>	<b>Average hourly wage: \$21</b>	<b>Average hourly wage: \$22.22</b>	
<b><i>CE #2: Staff Time Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	<b>Total staff time required prior to implementation:</b> 22 hours  <b>AHAP/HAP Contracts executed in FY 13:</b> 11  <b>Time to Prepare HAP contract prior to implementation:</b> 2 hours	<b>Total staff time required after implementation:</b> 2.5 hours  <b>Expected AHAP/HAP Contracts executed in FY 2021:</b> 10  <b>Time to Prepare HAP contract after implementation:</b> .25 hours	<b>Total staff time required after implementation:</b> 3.25 hours  <b>Actual AHAP/HAP Contracts executed in FY 2021:</b> 13  <b>Time to Prepare HAP contract after implementation:</b> .25 hours	Yes More contracts were executed; however, the time savings was still realized

### **Actual Significant Changes**

No significant changes were made.

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

Both the total cost and time required were higher than the benchmark primarily because more PBV HAP contracts were executed than anticipated. Accordingly, benchmarks were actually exceeded.

## **Activity 2011-2: Supporting Neighborhood Opportunity in Massachusetts (SNO Mass)**

**(Formerly Your Choice Program & Opportunity Neighborhoods)**

### **Plan Year Approved, Implemented, Amended**

Approved FY 2011 and implementation activities began in FY 2018.

### **Description/Update**

Under this initiative, DHCD established the Supporting Neighborhood Opportunity in Massachusetts (SNO Mass) Program. The purpose of DHCD's SNO Mass MTW initiative is to provide significant supports and encouragement to existing voucher participants and/or new voucher holders who wish to move to areas with empirically documented high quality schools, healthy environments 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 interested in moving into these areas will be provided with counseling both before and after the move through the participating RAAs. Participating households will be eligible for financial assistance for security deposits, moving expenses and other post-move expenses to assist them with their move as well as assist them with accessing services and educational and extracurricular activities for their children.

### **Impact**

In FY 2021, SNO Mass was expanded statewide. There are now 14 staff members across the state of Massachusetts who are assisting families in the SNO Mass program. Due to the pandemic, recruitment of staff and SNO Mass participants was slowed. The availability of affordable units in Opportunity Areas was also impacted. Despite the impacts of the pandemic, RAAs provided orientation to 257 interested households, enrolled and provided counseling to 152 households, and ultimately leased up 19 households in Opportunity Areas.

Many of the participants who have moved to SNO Mass Opportunity Areas have told staff how transformative the move has been for them and their children. They have greater peace of mind living in a safer, quieter neighborhood, and they are pleased with the opportunities their children's new schools provide. One mother talked about how her son is on the honor roll for the first time. Additionally, another family who enrolled in the SNO Mass program in December 2020 was also referred to the FSS program. The head of household has completed her bachelor's degree and is in the process of moving her family to a city rich with resources and opportunities for her and her children.

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

In FY 2021, DHCD revised the program benefit and instead of each participant household being eligible for up to \$4,000, the SNO Mass program now provides security deposit assistance up to one month's contract rent, plus up to \$2,500 for other allowable pre-move and post-move expenses. This change was made to account for differences in family size and regional differences, which was causing some families to use up most of their \$4,000 on the security deposit alone, leaving very little remaining funding for other expenses.



### Actual Changes to Metrics/Data Collection

DHCD has updated the metrics in the FY 2021 Plan to include benchmark data based on program implementation plans.

### 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	60 HHs	19	No
<i>*While RAAs will provide outreach to 500 households, DHCD expects only 60 households will move/lease up a unit in a better neighborhood as a result of the program.</i>				
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark**	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0 households	500 HHs	257	No
<i>** RAAs expect to provide outreach and information on the program to 500 households.</i>				

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

While DHCD had originally anticipated that SNO Mass staff would be hired and trained in spring 2020 and that participant recruitment for SNO Mass would begin in the summer of 2020, the pandemic delayed this timeline. DHCD and the RAAs had to focus much of their time and attention to eviction prevention planning. Even once the RAAs hired staff and began recruiting participants in late fall/early winter 2020, it was difficult to find viable units in SNO Mass Opportunity Areas due to low vacancy rates, high rents, and voucher discrimination, among other factors. Staff turnover has also contributed to fewer placements.

## **Activity 2011-4: Multi-Year Recertifications (Formerly Biennial Recertification Process)**

### **Plan Year Approved, Implemented, Amended**

- Biennial Recert and Limit on Interim Recerts: Approved FY 2011; Implemented and modified FY 2012.
- Triennial Recert: Approved FY 2020; Implemented FY 2021.

### **Description/Update**

Under this initiative, the following recertification policies apply:

- Biennial recertifications for all MTW households;
- Annual recertification for zero income households;
- Triennial recertifications for elderly/disabled households with fixed income only (SS/SSI/pension);
- Limit the number of voluntary interim recertifications that an MTW family may complete between regular biennial recertifications to two (2). Required interim recertifications do not count against the limit. The following households are exempt from this provision and are able to complete an interim recertification at any time: elderly and disabled households, households that live in an Expiring Use project on the conversion date and select a PBV, households participating in the SNO Mass program and FSS households;
- 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.

DHCD will implement the triennial recertification frequency by notifying eligible households at their next biennial recertification date that they are being converted to a triennial recertification frequency. There will be no change in income or rent at the biennial anniversary. However, fixed income households will still be able to request an interim rent reduction in the event of a decrease in income

### **Hardship**

During declared states of economic/health emergencies as declared by the Governor or his/her designee, DHCD will temporarily lift the limit on voluntary interim rent reductions for non-exempt families. DHCD will make determinations as to when to re-impose the limit.

### **Impact**

DHCD continued with the biennial recertification process and fully implemented the triennial recertification frequency for elderly/disabled households on fixed income. DHCD continues to benefit from overall time savings for processing biennial and triennial recertifications. As families

generally do not have to report increases in income between biennial and triennial recertifications, this activity also has a positive financial impact for families.

Average earned income was up 9% from FY 2020 and the percentage of workable households increased 4% over FY 2020. Additionally, there were 4% less households who received TANF assistance in FY 2021 than in FY 2020. While, the pandemic was still part of the landscape in FY 2021, by the end of FY 2021 certain economic indicators showed improvements.

The limit on voluntary interim recertifications was lifted during FY 2021 as a result of an economic/health emergency caused by the pandemic. Eleven households were able to take advantage of this policy. Additionally, DHCD received one request for exemption from the biennial recertification frequency in exchange for an annual frequency in FY 2021 and approved the request.

### Actual Non-Significant Changes

No non-significant changes were made

### Actual Changes to Metrics/Data Collection

The benchmarks are consistent with what was included in the FY 2021 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).	<b>Total Cost of Activity Prior to Implementation:</b> \$922,037  <b>Number of vouchers:</b> 20,298  <b>Time per Recertification:</b> 2.5 hours  <b>Average Hourly Staff Rate:</b> \$18.17	<b>Anticipated Total Cost of Activity in FY 2021:</b> \$391,844  <b>Anticipated Number of Recertifications:</b> 8,293  <b>Time per Recertification:</b> 2.25 hours  <b>Average Hourly Staff Rate:</b> \$21.00	<b>Total Cost of Activity in FY 2021:</b> \$403,760  <b>Actual Number of Recertifications:</b> 8,076  <b>Time per Recertification:</b> 2.25 hours  <b>Average Hourly Staff Rate:</b> \$22.22	Yes  While there were more recertifications than planned due to higher utilization, the time savings was still realized. Hourly rate also increased
<i>*Accounts for cost savings from Biennial/Triennial Recertifications and Rent Simplification.</i>				
<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>Total Time Spent on Activity Prior to Implementation:</b> 50,745 hours  <b>Number of vouchers:</b> 20,298  <b>Time per Recertification:</b> 2.5 hours	<b>Anticipated Total Time Spent on Activity in FY 2021:</b> 18,659 hours  <b>Anticipated Number of Recertifications:</b> 8,293  <b>Time per Recertification:</b> 2.25 hours	<b>Total Time Spent on Activity in FY 2021:</b> hours 18,171 <b>Actual Number of Recertifications</b> 8,076  <b>Time per Recertification:</b> 2.25 hours	Yes While there were more recertifications than planned due to higher utilization, the time savings was still realized
<i>*Accounts for time savings from Biennial/Triennial 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	\$29,101	Yes
<i>*The impact on earned income results from multi-year recertifications and rent simplification activities and 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>
Employed Part-Time or Full-Time	5,019 households in FY 2011	3,868 households	4,770 households	Yes
	54% of work-able households	40% of work-able households	56% of work-able households	
<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	2,150 households	1,577 households	Yes
<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	25 households	15	No
<i>*Households that were EOP'd at zero HAP.</i>				

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

The actual number of households who left the program at \$0 HAP was not as high as planned due to tight rental markets and the economic downturn caused by COVID-19.

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

### Plan Year Approved, Implemented, Amended

Approved FY 2011 and implemented FY 2013.

### Description/Update

DHCD initially 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 were facing the expiration on their subsidy. As the demand for FUP vouchers continued to grow, DHCD expanded the YTTSP. The YTTSP provides subsidies and support to a broader group of youth, which includes FUP AOP referrals, “College” referrals from DCF and referrals for individuals enrolled in a full-time designated employment program, referred from other providers outside of DCF. Participants receive a shallow, short-term and time-limited subsidy; supportive services; funds for education, training and employment related expenses; an escrow account; and case management. Where DCF services are required for participation in this program, participation in the program ends when DCF services end.

DHCD revised the eligibility requirements for FUP AOP and College Referrals to include individuals who have completed nine college level credits, but did not complete a full year of college. This will allow the program to serve individuals who have demonstrated the ability to successfully complete college work, but due to unforeseen issues, may not have been able to continue. Additionally, all YTTSP referrals now have subsidies that hold steady for years one and two and then decrease 15% for the remaining three years.

The following outlines eligibility requirements:

#### *FUP AOP Referrals:*

- Referred by DCF;
- Participated in FUP AOP for no less than 18 months;
- Employed for at least 12 hours per week;
- Enrolled in an education or training program at the time of referral. This includes individuals who have completed nine college level credits, but who may not have completed a full year of college;
- Participant in good standing under FUP AOP, including no tenancy violations and current on rent;
- Income eligible for the HCV Program; and,
- Meet other DHCD eligibility screening requirements.

#### *College Referrals:*

- Referred by DCF;
- Enrolled in a full-time or part-time moving to full-time post-secondary degree or Associate’s Degree program at the time of referral. This includes individuals who have completed nine college level credits, but who may not have completed a full year of college;
- Income eligible for the HCV Program; and,

- Meet other DHCD eligibility screening requirements.

*Other Agency Referrals:*

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

YTTSP will provide participants with:

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

In response to economic/health emergencies as declared by the Governor or his/her designee, the activity changes outlined below will be in effect:

Program Extensions

- Any participant who is scheduled to graduate from the program during the six month period starting from the Governor's declaration of emergency will be eligible to receive rental subsidy for an additional six months from their planned graduation date. DHCD may consider longer extensions if necessary, to allow participants to complete their educational program.

Employment Requirements:

- Employment requirements are suspended (but not requirements to pay tenant share of rent) if a participant experiences a job loss or reduction in hours as a result of the emergency. In the event that third-party verification is not available, DHCD will process the change using a self-certification and will follow up with third-party verification and confirmation from DCF staff.

College Enrollment/Job Training Enrollment

- If a current participant can document that they are unable to meet on-line enrollment requirements of their educational institution, and/or the enrollment requirements of their job training program, DHCD will waive enrollment in college/job training as a requirement for ongoing participation until the next semester after the declared emergency has been lifted. If in-person classes resume earlier, this waiver will end.
- In the event that third party verification of education/training enrollment status is not available, DHCD will process the enrollment using a self-certification and will follow up with third-party verification and confirmation from DCF staff.

Hardship Policy

- Subsidy: In the event of job loss, participants may request in writing to have their subsidy returned to their enrollment subsidy level. In the event that third-party verification is not available, DHCD will process the change using a self-certification and will follow up with third-party verification and confirmation from DCF staff.
- Subsidy: Until the state of Emergency is lifted, rent subsidies will not be reduced in Years Three and Four.
- Support Funds: DHCD will waive the policy prohibiting the use of support funds for rent share, in the event of job loss. Note: in order to maintain the availability of flexible support funds to meet other needs, all other available financial supports will be reviewed before releasing support funds.
- Escrow Funds: DHCD will allow the use of accrued escrow funds to make payments for essential expenses such as rent, utility payments including internet access if enrolled in on-line classes. Note: in order to maintain the availability of escrow funds to maintain an asset base, all other available financial supports will be reviewed before releasing escrow funds

## **Impact**

In FY 2021 DHCD served a total of 47 households with one (1) participant graduating. Three notable success stories in FY 2021 illustrate the impact of the program on its participants:

- One participant was referred to the YTTSP College Track program in 2018, and will leave the program in August 2021. At the time of her referral she was enrolled full-time in college and living in unstable housing. The rental subsidy allowed her to focus on her academics rather than on paying rent, and allowed her to remain independent. She graduated this summer from UMass Dartmouth with a degree in Human Services. She is employed full time at a residential care center serving adolescent boys with behavioral health issues. She was able to assume the lease independently without YTTSP financial support and now has a car and a savings account. While she continues to receive support from DCF due to an extension provided via the Consolidated Appropriations Act. This fall she will be 22 years old and will exit care as an economically self-sufficient adult.
- One participant graduated in May of 2021 with a Bachelor of Science Degree in Social Work. She was hired as a social worker at the YWCA working with battered women. She entered the YTTSP program and opened a savings account. The starting amount in her account was only \$1,850 but grew to \$8,550 upon graduation. She intends to remain in the same unit until next year, when she plans to purchase a home.
- Another participant joined YTTSP after FUP-AOP. He enrolled in college and earned a certificate in surgical technology, and recently graduated. He now works as a full-time surgical technician and continues to amass savings for his future.



DHCD implemented several changes in response to the economic/health emergency caused by the pandemic, including changes to the hardship policy during this emergency. In FY 2021:

- Four (4) participants requested and were approved for a hardship so that their rent subsidy was not be reduced in year three.
- No participants requested to use support or escrow funds for rent share due to a job loss.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

The benchmark for SS #1 was revised to represent only families referred from other referral sources. For these families employment is the intended outcome during the program. The benchmark and outcome for SS #3 was revised to reflect only DCF referrals for education and only other referrals for employment and unemployment. This change is consistent with the goals for each of the referral sources.

### Metrics

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$380,000*	\$416,000	Yes
<i>*This number is tied to the number of participants from DCF referrals</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).	\$9,492 for current YTTSP participants at time of enrollment	\$32,909*	\$42,050	Yes
<i>*Represents only participants referred from other referral sources only</i>				
<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	\$3,141	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 or Job Training	7 participants	34 participants	22 participants	Yes
	100% of participants	60%	92%	

Unemployed	0 participants	5 participants	5 participants	Yes
	0% of participants	22%	22%	
Employed Part-Time or Full-Time	7 participants	18 participants	18 participants	Yes
	100% of participants	78%	78%	
*Education represents only DCF referrals and employment and unemployment represents only referrals from other agencies.				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 households	4 Households	0 Households	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	57 Households	47 Households	No
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	3 households	1 household	No
*Self-sufficiency is defined as graduation from the YTTS Program.				
HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	57	47	No

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

Referrals were impacted by the pandemic. Additionally, new referrals from other referral sources are not currently being accepted. There was only one graduate from the program in FY 2021 as a result of pandemic related delays in coming off of the program. DHCD may reevaluate the program and identify other referral sources.

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

### **Plan Year Approved, Implemented, Amended**

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

### **Description/Update**

Under this initiative, DHCD established a simplified Utility Allowance (UA) schedule and eliminated Utility Allowance Payments under \$25. In FY 2014, DHCD designed a UA model that eliminated all utility allowances except for heat. However, in FY 2017, in response to concerns about rising electricity costs, DHCD implemented a revision to the UA model to include a utility allowance for other electricity. Finally, under this activity, DHCD modified its UA policy to reflect discretionary periodic review of HCV utility allowance schedules to determine if adjustments are required. Annual updates are no longer required. DHCD maintains UA schedules for tenant-paid heat and other electricity that are based upon normal consumption by energy-conscious households as well as by unit size. DHCD's UA schedules do not vary by geographical area and/or building type. Utility allowances for any other tenant paid utilities are not provided. DHCD determines reasonable accommodations for utilities on a case-by-case basis.

### **Impact**

DHCD reviewed other electricity rates in the latter half of FY 2021. The average increase for all bedroom sizes was 9%. Accordingly, DHCD made a determination to increase the other electric UA rates which will take place in FY 2022. In FY 2021, DHCD did not receive any requests for utility allowance reasonable accommodations.

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

No non-significant changes were made.

### **Actual Changes to Metrics/Data Collection**

No changes to metrics or data collection methods were made

## 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).	\$31,476,912	\$22,547,940	\$21,794,708	Yes
<i>*Represents total utility allowances.</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).	<b>Total staff time prior to implementation:</b> 2,256 hours  <b>Time required to calculate UA:</b> 8 minutes  <b>Number of UA calculated in FY 13:</b> 16,919	<b>Anticipated total staff time after implementation:</b> 1,491 hours  <b>Time required to calculate UA:</b> 5 minutes  <b>Anticipated number of UAs:</b> 17,894	<b>Total staff time after implementation:</b> 1,365 hours  <b>Time required to calculate UA:</b> 5 minutes  <b>Actual number of UAs:</b> 16,385	Yes
<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).	10%	4%	11%	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>
Average Tenant Rent Share (increase).	\$382 per household in FY 2014	\$326 per household	\$384 per household	Yes
<i>*DHCD does not have any rental revenue and has been instructed by HUD to report on Average Tenant Rent to Owner.</i>				

## Actual Significant Changes

No significant changes were made.

## Challenges in Achieving Benchmarks & Possible Strategies

For the second year in a row, the number of QC reviews decreased due to the difficulties inherent in accessing files due to the COVID-19 pandemic. The increase in error rate is in part due to the decrease in the file sample.

## Activity 2012-4: Expiring Use Preservation Initiative

### Plan Year Approved, Implemented, Amended

Approved FY 2012 and implemented FY 2013.

### 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.

### Impact

In FY 2021, DHCD did not add any additional developments to its expiring use or RAD inventory. To date, DHCD has nine expiring use contracts with a total of 546 units under HAP contract. Additionally, DHCD has completed eight Rental Assistance Demonstration (RAD) conversion projects and currently provides a subsidy for 825 units under this program. In FY 2021, DHCD began dialogue concerning developments which include RAD conversions and another expiring use property. Using MTW flexibility provided in this activity, DHCD anticipates that commitments/HAP contracts may be made in FY 2022.

### Actual Non-Significant Changes

No non-significant changes were made..

### Actual Changes to Metrics/Data Collection

No changes to metrics or data collection methods were made.

### Metrics

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

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

The determination of award of RAD and expiring use contracts is a HUD determination; and as such, DHCD does not control the ebb and flow of units in this activity.

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

### **Plan Year Approved, Implemented, Amended**

Approved FY 2012 and implemented FY 2013.

### **Description/Update**

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

- Providing matched savings 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;
- Providing flexible funds for expenses that which would otherwise present barriers and thus prevent participants from maintaining or starting employment and/or enrolling in education or job training.); and,
- 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 modified 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 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. DHCD continued to offer the previously approved goal-specific incentive payments as well as the matched savings homeownership incentive.

## Impact

In FY 2021, 191 households joined the FSS Program and 71 households graduated. DHCD provided twelve (12) FSS graduating households with a \$5,000 homeownership incentive payment in FY 2021. Homeownership continues to be a primary goal for many FSS households, and FSS “gap” funds have proven critical in enabling FSS households facing financial hardship to maintain employment and educational enrollment on their path towards homeownership and self-sufficiency.

The success of DHCD’s FSS program is evident in the accomplishments of participating households. Notable FY 2021 achievements are outlined below.

- Eighty-one (81) households graduated from the FSS program in FY 2021
- Thirteen (13) FSS households purchased a home.
- During FY 2021, 204 households were enrolled in education/training programs.
- Forty-three (43) households included FSS participants who graduated from education/training programs in FY 2021.

Some of the FSS success stories for FY 2021 are summarized below:

- CD entered the program with a strong drive to be self-sufficient and own a home, and accomplished exactly that. Enrolled as an FSS participant in 2015, CD had a low paying job earning \$16,428.00 and a very low credit score. During the years spent in the FSS program CD increased her credit score by more than 100 points but she also made tremendous gains in employment, increasing her earnings to \$54,960 annually. CD received \$18,073 in escrow as well as a \$5,000 homeownership incentive payment. She was able to close on her new home in July of 2020 and no longer needs assistance from the Section 8 Voucher Program.
- An FSS Coordinator received a request from an FSS participant to graduate early from the program. The participant had completed her master’s degree, became certified in her chosen profession, was employed, purchased a home, and relinquished her voucher. With assistance and guidance from her FSS Coordinator, this participant utilized the services of the Financial Wellness Workshop and the First Time Homebuyer Program to attain her goal of homeownership.

## Actual Non-Significant Changes

No non-significant changes were made.

## Actual Changes to Metrics/Data Collection

Benchmarks were updated in the FY 2021 Plan to reflect anticipated participation in FY 2021.

## Metrics

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



Average earned income of households affected by this policy in dollars (increase).	\$20,554	\$24,478	\$33,484	Yes
*Represents average earned income for work-able households				
SS #2: Increase in Household Savings				
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	\$3,915	\$6,422	Yes
SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	501 participants	234 participants	221 participants	No
	57% of participants	26% of participants	32%	
Employed Part-Time or Full-Time	372 participants	666 participants	468 Participants	No
	43% of participants	74% of participants	68%	
*Represents work-able households only.				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	162 households	75 households	62 households	Yes
SS #5: Households Assisted by Services that Increase Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	900	829	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$931 in FY 2014	\$1,000	\$1,186	No
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$388 FY 2014	\$510	\$544	Yes
*Represents Average Tenant Rent to Owner.				
SS #8: Households Transitioned to Self Sufficiency*				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	60 households	81	Yes
<i>*Self-sufficiency is defined as graduation from the FSS program.</i>				

### **Actual Significant Changes**

No significant changes were made

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

While a number of new families enrolled in FSS in FY 2021, DHCD still fell 8% short of its participation goal and employment goal which is largely due to the constraints placed on outreach and available jobs due to COVID-19. DHCD anticipates that when the impacts of COVID-19 start to wane, that participation and employment goals will be attained.

## **Activity 2015-1: Rent Simplification**

### **Plan Year Approved, Implemented, Amended**

Approved FY 2012, implemented FY 2012 and modified FY 2016.

### **Description/Update**

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

- Minimum Rent of \$50;
- Exclusion of all Full-Time Student Income;
- Streamlined Earned Income Disregard;
- Streamlined Asset Verification and Calculation;
- Application of the Payment Standard in effect on the effective date of the regular recertification, regardless of any change in the Payment Standard from year to year;
- Application of the Payment Standard used at the last regular recertification during an interim recertification with the following exception:
  - Where households on biennial and triennial recertification cycles have interim recertifications related to increases in contract rents, DHCD will apply the payment standard in effect at the time of the interim recertification. Where the payment standard in effect at the time of the applicable interim recertification reflects a decrease when compared to the payment standard applied at the last regular recertification, DHCD will not update the payment standard at the interim recertification and will wait until the next regular recertification to update the payment standard.
- Streamlined approach for calculation of unreimbursed medical expenses by using the prior year's paid, unreimbursed medical expenses plus prospective medical insurance premiums. Over-the-counter medications must be accompanied by a physician's prescription and paid receipt.

In addition to the provisions above, there are a number of rent simplification policies which HUD has approved and DHCD has not yet implemented.

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

### **Impact**

DHCD did not implement the mixed family rent formula or the income disregard for households with children who returned after completing post-secondary or technical school programs in FY 2021. These two rent simplification changes are still planned; however, an implementation schedule has not yet been completed. DHCD is also considering a review of the approved rent simplification activity and where the income and rent calculation changes, DHCD will re-propose the activity.

The outcomes in FY 2021 indicate that benchmarks relating to self-sufficiency were achieved for household income (SS #1), positive outcomes in employment status (SS #3), removal from TANF (SS #4), and tenant rent to owner (SS #7). While average earned income increased, the average subsidy also increased which is an indicator of the increase in rent across DHCD's jurisdiction.

### Actual Non-Significant Changes

In FY 2021 DHCD added a HUD approved income exclusion to its Rent Simplification activity. Specifically, DHCD excludes 100% of guaranteed income which is paid by a program to reinforce financial stability and economic equality. An example of such program is the Cambridge Rise program. In the event that other organizations approach DHCD to exclude guaranteed income from rent calculations, DHCD will carefully consider program design, participant supports, and scale/size of program when making a decision about whether or not to support the request.

### Actual Changes to Metrics/Data Collection

DHCD updated the benchmarks to reflect anticipated outcomes in the FY 2021 Plan and has not made any additional changes to benchmarks. The metric at HC #5 which indicates moves to a better neighborhood could not be determined due to a software related issue.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	<b>Total Cost of Activity Prior to Implementation:</b> \$922,037  <b>Number of vouchers:</b> 20,298  <b>Time per Recertification:</b> 2.5 hours  <b>Average Hourly Staff Rate:</b> \$18.17	<b>Anticipated Total Cost of Activity in FY 2021:</b> \$391,844**  <b>Anticipated Number of Recertifications:</b> 8,293  <b>Time per Recertification:</b> 2.25 hours  <b>Average Hourly Staff Rate:</b> \$21.00	<b>Total Cost of Activity in FY 2021:</b> \$403,760  <b>Number of Recertifications:</b> 8,319  <b>Time per Recertification:</b> 2.25 hours  <b>Average Hourly Staff Rate:</b> \$22.22	Yes While there were more recertifications than planned due to higher utilization, the time savings was still realized. Hourly rate also increased.
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial/Triennial Recertifications and Rent Simplification.</i>				
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	<b>Total Time Spent on Activity Prior to</b>	<b>Anticipated Total Time Spent on</b>	<b>Total Time Spent on Activity in FY 2021:</b>	Yes Total time exceeded benchmark,

	<b>Implementation:</b> 50,745 hours  <b>Number of vouchers:</b> 20,298  <b>Time per Recertification:</b> 2.5 hours	<b>Activity in FY 2021:</b> 18,659 hours**  <b>Anticipated Number of Recertifications:</b> 8,293  <b>Time per Recertification:</b> 2.25 hours	18,171 hours**  <b>Number of Recertifications:</b> 8,076  <b>Time per Recertification:</b> 2.25 hours	however time per recert is still a reduction
<i>*Baseline represents the metrics used when this activity was initially proposed.</i>				
<i>**Accounts for cost savings from Biennial/Triennial 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%	28%	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	\$384	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>				
<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	1,000	Not available	N/A
<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	\$29,101	Yes
<i>*The impact on earned income results from multi-year recertifications and rent simplification activities and 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>
Unemployed	3,850 households**	5,802 households	3,767 households	Yes
	43% of households	60%	44%	

Employed Part-Time or Full-Time	5,164 households**	3,868 households	4,770 households	Yes
	57% of households	40%	56%	
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity. Metric represents work-able households</i>				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2,316 Households on TANF in FY 2015	2,150 Households	1,577	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>				
SS #5: Households Assisted by Services that Increase Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	913 Households  Total Number of FSS participants	900 Households	829	No
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity. Represents families enrolled in FSS</i>				
SS #6: Reducing Per Unit Subsidy Costs for Participating Households*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$870 FY 2015	\$1,025	\$1,160	No
<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>				
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$382	\$326	\$384	Yes
<i>*Represents Average Tenant Rent to Owner.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	57	25	15	No
<i>*DHCD has indicated that DHCD does not believe the Self-Sufficiency metrics are applicable to this activity. However, HUD has required their use. Represents households that were EOP'd at zero HAP.</i>				

### Actual Significant Changes

No significant changes were made

**Challenges in Achieving Benchmarks & Possible Strategies**

The average subsidy was higher than anticipated which is an indication of increasing rents across DHCD's jurisdiction. The rent error rate was higher than the benchmark; however, the number of files reviewed for rent errors was substantially less than planned as a result of the challenges placed on accessing files for QC reviews during the COVID-19 pandemic. DHCD was also not able to meet the benchmark for SS #8 Transition to Self-Sufficiency; largely due to the COVID-19's impact on employment. Please note that this activity was not planned as an activity to increase self-sufficiency and/or employment.

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

### **Plan Year Approved, Implemented, Amended**

Approved FY 2018, planned implementation FY 2021.

### **Description/Update**

In FY 2018, HUD approved DHCD's Expanding Housing Opportunities activity. Under this 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.

### **Impact**

Both the Chelsea and Somerville projects had anticipated closings in FY 2021 with DHCD expecting relocation to begin in October of 2020 for the Chelsea project and December 2020 for the Somerville project. As a result of the COVID-19 pandemic both projects experienced significant setbacks. Early in FY 2021 rents for dense, market-rate apartment complexes in Somerville and Chelsea trended down, as newly work-from-home renters sought cheaper options in towns less impacted by COVID-19 than those in the immediate Boston metro area. This drop in projected rental income reduced the projected debt these projects could support, requiring efforts to cut costs and/or increase grant funds to eliminate their gaps in financing. These gaps then sharply increased again when the costs of construction materials and labor spiked dramatically in calendar 2021, requiring further delays to again address financial feasibility. The ultimate outcome is that relocation for both developments is now projected to start in September/October 2021.

Efforts in FY 2021 were focused on re-establishing financial feasibility, as noted above. Both sites engaged in extensive efforts to value engineer reductions in cost without sacrificing quality. Somerville's affordable units benefitted from the legislation of the "4% fix", which increased the amount of tax credit equity that can be raised. Chelsea received a \$5M MassWorks grant, \$4M of which will directly benefit the project. The Chelsea developer also replaced its architect and general contractor with qualified firms able to commit to lower prices. No units were completed in FY 2021, however, plans still require preservation of all 312 units.

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

No non-significant changes were made.

### **Actual Changes to Metrics/Data Collection**

No changes to metrics or data collection methods were made.



## 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	0	No
<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	312	0	No

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

COVID-19 related challenges and setbacks as discussed in the impact section of this activity resulted in outcomes falling short of the anticipated benchmarks. DHCD anticipates that with reestablished financial feasibility including grant and tax credit opportunities, relocation will begin and all 312 units of housing will ultimately be preserved.

## **Activity 2018-2: Residential Assistance for Families in Transition /Emergency Rental & Mortgage Assistance (RAFT/ERMA)**

### **Plan Year Approved, Implemented, Amended**

Approved and implemented: FY 2018.

Amended: FY 2020

### **Description/Update**

In view of changing circumstances and need as a result of COVID-19, DHCD reversed the planned close-out of this activity as reported in the FY 2019 MTW Annual Report. Accordingly, to prevent homelessness resulting from either evictions or foreclosures, DHCD is working to address the short term housing needs of both low-income renters and homeowners impacted by COVID-19 related economic dislocation. The planned change will not negatively impact any resident. This local non-traditional activity provides services and rental/mortgage assistance consistent with PIH Notice 2011-45.

DHCD will allocate up to \$10 million in MTW funds for eligible low-income families who are financially impacted by the COVID-19 pandemic. DHCD has allocated an additional \$10 million dollars from non-MTW revenue sources (CARES funds) to support this initiative. DHCD will work with its regional administering agencies (RAAs) to qualify and administer RAFT/ERMA COVID-19 rental/mortgage assistance. Eligible low-income households may receive financial assistance of up to \$10,000 in any 12-month period; however, DHCD reserves the right to increase the assistance limit under prolonged emergency periods.

Where applicable, DHCD will follow the dictates of PIH Notice 2011-45 regarding HQS inspection.

### **Impact**

DHCD launched the Emergency Rental & Mortgage Assistance (ERMA) portion of this activity on July 1, 2020 to serve renters and homeowners between 50 and 80% AMI who were financially impacted by the COVID-19 pandemic. DHCD established a joint application for the RAFT and ERMA programs (which have similar policies but serve different income groups). DHCD conducted media campaigns and trainings for providers to assist in outreach efforts. RAA staff reviewed applications and worked with applicants and property owners to collect required documentation. Funds were disbursed to eligible households to cover rent and mortgage arrearages.

In FY 2021, ERMA MTW Funds were used to provide emergency financial assistance to 579 households, including 422 renter households and 157 homeowner households. The average award amount was \$4,375, and the median award amount was \$4,000. In FY 2021 approximately \$2.5M in MTW funds were used to support this activity.

The demand for emergency rental/mortgage assistance from households at 50-80% AMI was not as high as anticipated – most likely because so many people lost their jobs and fell into the 0-50% AMI bracket – so ERMA spending was lower than expected. Furthermore, as a result of the federal government's response to the pandemic, DHCD received an influx of federal resources for

emergency rental assistance in FY 2021. This meant that by the end of FY 2021, ERMA was primarily serving low-income homeowners while renters received assistance from other programs.

### Actual Non-Significant Changes

As directed by HUD, DHCD provided a modification to this activity in the FY 2020 Plan Amendment and is restating these non-significant changes as part of the FY 2021 report. Specifically, in addition to providing assistance for rental and mortgage arrears, under this activity, DHCD will also provide assistance for homeownership expenses such as property taxes, condo fees and insurance. Eligible low-income households may receive financial assistance of up to \$10,000 in any 12-month period; however, as funding is available and where the COVID-19 pandemic exists for a prolonged period of time, DHCD reserves the right to increase the \$10,000 assistance limit.

DHCD will screen applicants consistent with PIH Notice 2011-45 including use of third-party verification of income, which will be supplemented with information obtained from Massachusetts state databases where applicable.

### Actual Changes to Metrics/Data Collection

There were no changes to metrics or data collection in FY 2021.

### Metrics

<b>HC #4: Displacement Prevention</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box	0	2,800	579	No
<b>HC #5: Increase in Resident Mobility*</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.	0	2,800	579	No
<i>*DHCD does not feel that this metric is applicable to this activity because the funding is used for rent/mortgage arrears and is not used to assist families in moving from one unit/neighborhood to another.</i>				
<b>HC #7: Households Assisted by Services that Increase Housing Choice*</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 (increase).	0	2,800	579	No
<i>*DHCD does not feel that this metric is applicable to this activity because the funding is not used to increase housing choice, but is used to prevent displacement.</i>				

**Actual Significant Changes**

No significant changes were made.

**Challenges in Achieving Benchmarks & Possible Strategies**

The volume of households served under this activity decreased due to alternate sources of funding made available.

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

### Plan Year Approved, Implemented, Amended

Approved FY 2018 and implemented FY 2019.

### Description/Update

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 provides Housing Choice Vouchers to up to 50 eligible families referred from the SJI Program. Supportive services are provided to participants using MTW Block Grant funds. Referrals from SJI are made upon completion of training or job placement. DHCD screens SJI referrals per its Administrative Plan screening policies. Income, rent and subsidy are calculated per DHCD's MTW income and rent policies. As participants leave the program, DHCD will reissue these vouchers as regular MTW program vouchers and they will no longer be allocated to a participant in the Secure Jobs Program.

DHCD has contracts with eight partnering agencies that provide services to SJI participants. The administering agency, Department of Transitional Assistance, via a lottery, refers eligible families to DHCD for these vouchers

### Impact

At the end of FY 2021, thirty (30) vouchers were leased to Secure Jobs recipients.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

Benchmarks were updated in the Plan to reflect planned participation and anticipated outcomes for FY 2021.

### 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	\$88,000	\$150,000	Yes
<i>SS #1: Increase in Household Income</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$15,867	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	21	24	10	Yes
	86%	60%	37%	
Employed Part-Time or Full-Time	4	16	17	Yes
	14%	40%	63%	
Enrolled in an Educational Program or Job Training	Not available	6	18	Yes
	Not available	15%	60%	
<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).	4	11	5	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	40 households	30 households	No
<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).	\$1,264	\$1,264	\$1,311	No
<b>SS #7: Increase in Agency Rental Revenue*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$150	\$150	\$496	Yes
<i>*Represents Average TTP.</i>				
<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	40 households	30 households	No
<i>*Self-sufficiency is defined as participants who have secured subsidized or market rate housing.</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	40 households	30 households	No

**Actual Significant Changes**

No significant changes were made.

**Challenges in Achieving Benchmarks & Possible Strategies**

The economic/health emergency caused by the COVID-19 pandemic created challenges to benchmarks related to participation levels, subsidy, and self-sufficiency. Staffing was also impacted, as hiring was put on hold during the pandemic.

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

### **Plan Year Approved, Implemented, Amended**

Approved FY 2018 and implemented FY 2019.

### **Description/Update**

In FY 2018, HUD approved DHCD's Support for the Secure Jobs Initiative: Services Only activity and DHCD began implementation planning. Using MTW Block Grant funding flexibility, this activity builds upon the services portion 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.

DHCD has executed contracts with eight partnering agencies which provide services. Funding is anticipated to continue through FY 2024.

### **Impact**

In FY 2021, the eight (8) partnering agencies provided services to 474 participants (includes the 30 SJI participants who were provided vouchers). For the second year in a row, COVID-19 impacted the participation levels in this important program. Where DHCD had a goal of 900 participants; the actual number served fell short at 474 participants. The percent of participants who were employed and/or enrolled in education/job training exceeded benchmarks in FY 2021.

Included below are some of the SJI participants' success stories:

- A participant enrolled in the Secure Jobs program and had been working hard to get her CNA certification; however, the pandemic delayed those plans. In spite of the delay, this participant continued to work on her goals and found employment as a Home Health Aide. She changed her career path to provide more stable hours to support her family and enrolled in a Medical Billing and Coding program. The training was paid for using program flex funds. She is working on this certification, while working part-time and was recently selected for an MRVP voucher. She moved out of the shelter and into her own apartment with her children.
- A husband and wife were referred to Secure-Jobs while living in a shelter. The wife enrolled in the Hi-SET program and very quickly completed it. Her husband's goal was to gain employment to support his family. He worked closely with Secure Jobs' staff and practiced his interview skills and went to job fairs, accompanied by his case worker. With supports from Secure Jobs in place, the husband found employment. He was selected for an MVP worker of the month award. He was so proud of this accomplishment, as was his caseworker!



### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

Benchmarks were updated in the FY 2021 Plan to reflect planned participation and anticipated outcomes for FY 2021.

### Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$1,912,000	\$2,850,000	Yes
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$24,747	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	630	540	216	Yes
	74%	60%	49%	
Employed Part-Time or Full-Time	177	360	228	Yes
	22%	40%	51%	
Enrolled in an Educational Program or Job Training	642*	135**	284	Yes
	78%	15%	64%	
*Represents SJI participants who have a high school level education or less. ** Represents SJI participants who have a high school level education or less and who enroll in an education or job training program.				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	477	239	122	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	900 households	444	No
*Does not reflect the 30 SJI participants who were provided Housing Choice vouchers				

<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
<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).	N/A*	N/A*	N/A	N/A
<i>*Participants in this activity do not receive a Section 8 subsidy.</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>
Total Household contributions towards housing assistance (increase).	N/A	N/A	N/A	N/A
<i>*Participants in this activity are not assisted in PH or Section 8.</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).	0 households	270 households 30%	95 20%	No
<i>*Self-sufficiency is defined as participants who have secured subsidized or market rate housing.</i>				
<b>HC #5: Increase in Resident Mobility</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	270 households 30%	95 20%	No

### **Actual Significant Changes**

No significant changes were made.

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

Again, the economic/health emergency caused by the COVID-19 pandemic created challenges to benchmarks related to participation levels, resident self-sufficiency and resident mobility. Staffing was also impacted, as hiring was put on hold during the pandemic.

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

### **Plan Year Approved, Implemented, Amended**

Approved and implemented FY 2018.

### **Description/Update**

In FY 2018, HUD approved and DHCD implemented the A Better Life Program Model activity. The program is intended to provide eligible families with skills necessary for meaningful employment and effectively remove barriers to obtaining self-sufficiency. Under this activity, four Local Housing Authorities (LHAs), Chelsea, Gloucester, New Bedford and Taunton, received funding from DHCD to plan for the operation of 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. In FY 2019, DHCD awarded three of the four LHAs implementation grants (Gloucester, New Bedford and Taunton) and they continue to recruit and enroll participants in ABL.

MTW Block Grant service dollars have gone to support Family Life Coaches at the three LHAs who conduct outreach to residents to inform them about the work requirement and the opportunity to receive coaching support to meet the requirement as well as to set personal goals in the areas of work, education, family health and stability, and asset building. LHAs are leveraging existing relationships with local service providers and using the ABL grant to partner with new ones.

### **Impact**

In FY 2021, ABL services were provided to 477 participants of which 132 were new enrollees in FY 2021. At the end of the fiscal year, 33% of all ABL participants were employed and 11% were enrolled in education and/or job training programs. It should be noted that during the pandemic the LHAs have not been enforcing/imposing the work requirement for ABL participants.

The average amount of escrow earned by participants was \$1,372. The COVID-19 pandemic has impacted employment opportunities, making it difficult for participants to seek and find employment opportunities.

ABL staff works with participants to overcome barriers to securing a job and becoming self-sufficient by developing a plan to achieve goals for their careers, education and financial well-being. The stories below illustrate the impact of this important activity:

- A 29-year -old single mother raising four young children joined ABL. When she entered ABL in February of 2020, she was working two part-time retail store jobs and was struggling to make ends meet. Shortly thereafter she lost both jobs due to the COVID pandemic and struggled to make ends meet. Eventually she resumed working and as a result of the increased pay began an escrow savings account through the ABL program, which grows by \$49 per month based on her current earnings. She has been accepted for enrollment in a MediClerk Training Program for Fall 2021. Upon completion she will be provided an opportunity for an internship and ultimately employment in a developing healthcare field, thus creating a more stable and positive outlook for herself and family.

ABL fully anticipates that she will meet all of her goals - Financial Stability, Full Time Employment, Training and Education and Family Health and Wellness.

- An ABL participant made incredible strides since entering the program. She set goals to: improve her credit, obtain her license, and register for school. After declaring bankruptcy, she has since opened a bank account and gotten a secured credit card. She obtained her driver's license and is saving money to buy a car so that she can do PCA work part-time while she attends school. She hopes to become a court translator. In the interim she provides volunteer support at a community food program 4 days a week. She is committed to her goals and even through setbacks she remains engaged and future-focused.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

The baseline for SS#2 was updated to \$0 to reflect the escrow at program onset. Benchmarks were updated to reflect planned participation and anticipated outcomes for FY 2021. DHCD had updated the definition of self-sufficiency to reflect 24 hours of employment per week for a period of 24 consecutive months at minimum wage; however, this data is not able to be tracked. As such, the self-sufficiency metric has been revised to reflect part-time or full-time employment where prior to ABL the participant was unemployed.

### Metrics

<i>SS #1: Increase in Household Income*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$24,659	\$25,589	\$25,433	No
<i>*Metrics reflect avg. earned income of participants who are employed.</i>				
<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)	\$0	\$900	\$1,372	Yes
<i>*Metric reflects avg. participant escrow which is one of the identified indicators of program success.</i>				
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	189	293	320	No
	66%	60%	67%	No
Employed Part-Time or Full-Time	97	195	157	No
	34%	40%	33%	No
	0	49	51	Yes

Enrolled in an Educational Program or Job Training	0%	10%	11%	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).	73	127 26%	92 19%	Yes
<i>*Benchmark reflects the number of participants as a percent of the anticipated households.</i>				
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</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).	286	488	477	No
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Not applicable	Not applicable	N/A	N/A
<i>*Enrollees are public housing households participating in the State funded program.</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>
Total Household contributions towards housing assistance (increase).	\$439	\$446	\$622	Yes
<i>*Represents the avg. tenant rent for the 286 initial participating households.</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).	0 participants	97 participants	64 participants	No
<i>*Self-sufficiency reflects part-time or full-time employment where prior to ABL, the participant was unemployed.</i>				

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

The economic/health emergency caused by the COVID-19 pandemic impacted employment, average earned income, and transition to self-sufficiency. The work requirement was not enforced during FY 2021 which directly impacted the employment. Participation numbers were slightly below what was planned; however, given the pandemic, the participation numbers were only off by 11 participants or 2%.

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

### **Plan Year Approved, Implemented, Amended**

Enhanced Local PBV: Approved and implemented FY 2018.

PBV Site-Based Waiting Lists were approved in FY 2010 and implementation began in FY 2013.

### **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:

- DHCD authorized owners/managers of PBV developments to be responsible for all PBV waiting list intake and management functions for their developments. Applicants contact the owner/manager of a specific development in order to file an application. 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.
- Increase the 20% cap on PB units in DHCD's portfolio. DHCD will use 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.
- Initial PBV rents will continue to be determined in conformance with the provisions of 24 CFR 983.301 through 983.305 as applicable; however, for re-determined rents to owners of PBV units, rent to owner will not exceed the lowest of the following amounts:
  - The reasonable rent;
  - The rent requested by the owner; or,
  - Such other amount determined by DHCD to be appropriate for the unit, based upon the nature of the unit and the RFP from which the owner was selected. For example, in certain cases, DHCD believes a shallower or higher subsidy may be more appropriate.
- 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 (not yet implemented).

DHCD did not implement the portion of this activity related to project-based opt-out requests for tenant-based vouchers; however, DHCD may still choose to implement this portion of the approved activity at a later date. DHCD retained its existing MTW policy and continues to allow project-based participant requests for tenant-based vouchers with threshold caps for each RAA.

## Impact

In FY 2020, DHCD continued to use the flexibilities of its local PBV Program; however, DHCD did not yet implement the new opt-out policy or the PB transfer preference. DHCD continued to use its previously approved opt-out policy, which caps the number of opt-outs in any given year. In FY 2021, twenty-four (24) vouchers were issued to PB opt-outs.

Thirteen (13) new PBV contracts were awarded in FY 2021 representing an additional 284 new PBV units. Twelve (12) of the thirteen (13) new PBV awards represented new construction or rehab confirming DHCD continued commitment to improving the stock of available housing to program participants. Owner managed site-based waiting lists will be established for all of the new PBV contracts.

## Actual Non-Significant Changes

In FY 2021 DHCD modified the portion of the activity related to rent determinations to reflect the same methodology for initial rents as is used for re-determined rents.

Additionally, in FY 2021 DHCD removed these portions of the activity: 1) Provide a project-based transfer preference for families who are over- or under-housed and who are willing to move to a project-based unit in another RAA's jurisdiction and 2) Provide a project-based transfer preference for families who have verified educational opportunities or employment offers that are more than twenty-five (25) miles from the family's current project-based unit. It is not administratively feasible to implement these portions of the activity while utilizing owner managed site based waiting lists

## Actual Changes to Metrics/Data Collection

The HUD Form 50900 requires reporting of planned PBVs that will be either committed, leased or issued in the Annual Plan fiscal year. DHCD's PBVs are allocated through the state's competitive rental round and in concert with the award of Low Income Housing Tax Credits. Proposals are due in February of each year, with funding announcements made in the spring. Given that DHCD's MTW Plan is due to HUD prior to the award of FY 2021 PBV funding, DHCD did not identify in the FY 2021 Plan which projects would be awarded PBVs. Accordingly, the benchmark reflects known PBV units under contract and the outcome represents the number of PBV developments where commitments were made or where the units were under AHAP or HAP by the close of the fiscal year.

## Metrics

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Number of households at or below 80% of AMI that would lose assistance or need to move (decrease).	0	3,384	4,063	Yes
<i>* PBV developments where commitments were made or where the units were under AHAP or HAP by the close of the fiscal year.</i>				

**Actual Significant Changes**

No significant changes were made.

**Challenges in Achieving Benchmarks & Possible Strategies**

DHCD met all benchmarks for this activity.



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

### Plan Year Approved, Implemented, Amended

Approved and implemented FY 2018.

### Description/Update

In FY 2018, HUD approved and DHCD began the implementation of the Affordable Housing Preservation and Development Fund activity. Under this activity, DHCD utilizes 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 support development and preservation of rental units targeted for households earning less than 80% of Area Median Income. DHCD requires deed restrictions or other legally binding covenants to ensure long-term affordability in conformance with the applicable Notice. Where AHPD provides grant funding, the minimum affordability term is thirty years unless otherwise approved by HUD. Units must meet HQS standards throughout the term.

Current projects that are being funded under this activity include:

- Cambridge Housing Authority (CHA): MTW funding is being used to substantially rehab three state aided public housing sites for disabled individuals, with a total of 25 units. MTW funding of \$1.129M is being used to leverage another \$270,000. The project has 100% construction documents and will go out to bid in March of 2020.
- Boston Housing Authority (BHA): MTW funding of approximately \$4M leveraged approximately \$25M 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. Relocation of existing tenants and phased, substantial rehabilitation of the property began in FY 2019. The scope of work includes updating the fire alarm system and all kitchens and bathrooms, and completing accessibility and common area upgrades, new energy efficient mechanical systems and landscaping throughout.

DHCD may also utilize funds under this activity for the preservation and development of affordable housing for elders. Working in Partnership with the Executive Office of Elder Affairs, DHCD may provide financial support to preserve Chapter 667 state public housing developments with high capital needs; and facilitate partnership between LHA's and local service agencies to provide service-rich environments that allows residents to age in their community.

### Impact

**CHA:** Construction was delayed due to local restrictions on social distancing due to COVID-19. These restrictions impacted the CHA's ability to appropriately relocate residents during rehabilitation, and the phasing of the construction itself. Where possible, the contractor focused on exterior work during COVID restrictions. As of 7/20/21, construction was 42% completed.

**BHA:** The BHA Project was fully leased-up in FY 2021, and the project is considered complete. The project received its full certificate of occupancy July 14, 2020 and closed on its permanent financing in December, 2020.

**Additional Housing Preservation Projects:**

**Balch Apartments:** Balch Apartments in Beverly is in the design phase, with 100% Construction Documents under review. Once CDs are complete, DHCD will issue an approval to bid. Construction is scheduled to start in November 2021.

**Lakeview Apartments:** Lakeview Apartments in Lowell is in the design phase, with 100% Construction Documents under review. Once CDs are complete, DHCD will issue an approval to bid. Construction is scheduled to start in January 2022.

**Actual Non-Significant Changes**

DHCD utilized MTW funding in FY 2021 to support housing preservation at two projects, one at Lakeview Avenue in Beverly, which consists of 25 units, and the other at Balch Apartments in Beverly, which consists of 20 units. DHCD proposed, but did not utilize funds in FY 2021 for the preservation and development of affordable housing for elders.

**Actual Changes to Metrics/Data Collection**

Metrics were updated in the FY 2021 plan to reflect anticipated outcomes in FY 2021. No additional changes were made to metrics.

**Metrics**

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$26.5M	\$26.5	Yes
<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	72	72	Yes
<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	72	72	Yes

**Actual Significant Changes**

No significant changes were made in FY 2021

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

DHCD achieved all benchmarks for this activity in FY 2021.

## **Activity 2019-1: Launch**

### **(Formerly Pathways to Prosperity)**

#### **Plan Year Approved, Implemented, Amended**

Approved and implemented FY 2019.

#### **Description/Update**

Under the Launch program, DHCD will expend up to \$2M per year for three years, in MTW Block Grant funding flexibility to connect low-income youth ages 18-24, living in subsidized housing in the Boston area, to programs and services that help them obtain employment and a sustaining wage. DHCD has contracted with The United Way of Massachusetts Bay to recruit, engage and connect targeted youth to employment readiness, job placement, vocational training, certificate programs and/or other post-secondary education programs. Additionally, DHCD has provided funding for up to 40 participants, who reside in subsidized housing, to participate in the Year Up program. The Year Up program combines hands-on skills development, courses eligible for college credit, and corporate internships to prepare students for success in professional careers and higher education.

For Launch participants who are also participants in DHCD's federal HCV Program, DHCD may exclude 100% of the increase in earned income for up to a 3-year period. The exclusion period begins after enrollment in Launch, at the point where earned income increases and continues regardless of employment status, until the end of the period determined by DHCD.

Other adults living in subsidized housing in the Boston area who are outside of this age range are also connected to services. Specifically, DHCD has connected with other employment training and referral agencies who are responsible for referring low-income adults outside of the 18-24 age range to area job training providers such as Secure Jobs, Jewish Vocational Services and/or One-Stop Career Centers.

The Launch partnership will continue through FY 2021 with planning for Phase II beginning in FY 2021. Phase II is slated to continue through FY 2023.

Using housing as the network within which to find low-income disconnected 18-24 year olds is a unique model across the country. Research shows that after 14 years, compared to young people who experienced youth disconnection, those who remain connected earn \$31,000 more over a lifetime, are 42% more likely to be employed and 45% more likely to own a home. DHCD is leading the way in figuring out how the housing community can integrate itself into the existing system of supports for disconnected youth and be a part of the network that catches this vulnerable population and gets them on a path towards self-sufficiency.

#### **Impact**

In FY 2021 all planning was completed for Phase 2 of Launch (Launch 2.0). This included developing a transition plan for all Launch 1.0 enrollees starting with communicating to all clients the changes in the program, and individualized communication about transition planning. This process ensures that even clients who might have disconnected for a while were offered the same opportunity to reconnect, reflect on original goals and progress towards them, and support in

developing a transition plan. Launch coaches developed a list of clients eligible for retention based on consistent criteria across the program. For all other clients, Launch coaches worked to ensure they were connected to resources that could support them in pursuing their specific goals.

In addition, United Way worked with all Launch partners to develop the strategy for Launch 2.0 including bringing on board Metro Housing so that they could hire an outreach staff person to do more focused outreach to 18-24 year old's in Section 8 households as well as developing the target metrics for Launch 2.0 and the focus for Boston PIC and JVS to strategically invest in developing relationships with employers who are willing to work to understand the needs of this cohort.

Also in FY 2021, United Way completed outreach to over 1,097 youth. By the end of FY 2021, four hundred and nineteen (419) participants successfully enrolled in the program, 100 of which enrolled in FY 2021. At the end of Phase I, there were 126 job placements and 99 participants who had enrolled in an education program. The outreach model has transitioned solely to a virtual model, which has created challenges to enrollment and support for existing participants. In spite of the partnering agencies' recent experience in outreach initiatives and challenges in enrolling the target population, the Launch program exceeded its participation and self-sufficiency goals.

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

No non-significant changes were made.

#### **Actual Changes to Metrics/Data Collection**

DHCD has updated the definition of self-sufficiency to more accurately gauge the success of the Launch activity.

#### **Metrics**

<i><b>CE #4: Increase in Resources Leveraged</b></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	\$2,564,220	\$50,000	No
<i><b>SS #1: Increase in Household Income</b></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	\$22,525	Yes
<i><b>SS #3: Increase in Positive Outcomes in Employment Status</b></i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Unemployed	170	288	384	No
	85%	80%	92%	
Employed Part-Time or Full-Time	30	72	35	No
	15%	20%	8%	
	20	72	99*	Yes

Enrolled in an Educational Program or Job Training	10%	20%	24%	
<i>*Reflects total data as of the end of Phase I</i>				
<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).*	Not Available	TBD	19	Yes
<i>*Launch collects data on the receipt of TANF at intake but then does not follow up to see if that has changed. Most participants in Launch are not head of households so are not directly receiving TANF.</i>				
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</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	360 households	419 households	Yes
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
<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).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Average amount of subsidy is not available to DHCD or the administering agencies.</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>
Total Household contributions towards housing assistance (increase).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Rental revenue in dollars is not available to DHCD or the administering agencies.</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).	0 households	150 household	225	Yes
<i>*Self-sufficiency is defined as participants who are enrolled in an education program or whose wage income is equal to or exceeds \$14,040, the estimated wages earned annually if the participant is working 20 hours a week at minimum wages. Outcome reflects total as of the end of Phase I of Launch.</i>				
<b>HC #5: Increase in Resident Mobility</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).*	N/A	N/A	N/A	N/A

*\*This metric is not applicable to the Launch Program. Program participants are individuals already living in subsidized housing, and in most cases, participants will stay in their current housing situation. Case management will target education and employment goals. DHCD has other programs that focus on housing mobility.*

**Actual Significant Changes**

No significant changes were made.

**Challenges in Achieving Benchmarks & Possible Strategies**

The total job placements for Launch participants was 126; however new enrollees in FY 2021 had a hard time finding suitable employment due to the pandemic. Launch staff will continue to work with these participants to assist in preparedness and job search efforts. Additionally, Launch staff will also provide support to Launch participants who, subsequent to the pandemic, lost their jobs.

## **Activity 2020-1: Massachusetts Student Housing Security Pilot**

### **Plan Year Approved, Implemented, Amended**

Approved FY 2020. Implemented FY 2021.

### **Description/Update**

DHCD utilizes MTW Block Grant funding flexibility to support a housing stability program for college students who are experiencing homelessness. Specifically, DHCD works in partnership with the Department of Higher Education (DHE) and the Interagency Council on Housing and Homelessness (ICHH) on the Massachusetts Student Housing Security Pilot Program, which will provide scholarships for housing and other college related expenses, to income eligible, homeless college students.

DHCD will provide up to \$200,000 in MTW funds to DHE, annually for an initial two years and has established an Interagency Service Agreement (ISA) with DHE/ICHH, to issue funding directly to designated local colleges. DHCD has established requirements for compliance, as well as, reporting requirements in the MOU. DHE, the ICHH and the Local Colleges have a standing committee that is responsible for reporting to DHCD both on compliance and MTW reporting requirements. DHCD will approve all program guidance created by the committee and continued funding will be contingent on compliance with HUD requirements and the MOU.

Designated local colleges are responsible for identifying eligible participants, defined as currently admitted, full-time students, who are HCV income eligible, meet HUD's definition of Unaccompanied Homeless Youth or who have recently aged out of foster care and meet HUD's criteria of an independent student. Colleges utilize FAFSA applications in order to determine income eligibility as well as the amount of funds needed for housing and college related expenses such as classes, supplies, etc. DHE is responsible for ensuring that participants meet HUD's criteria of an independent student. Based on individual participant housing needs, DHE will issue up to \$10,000 per participant, in MTW funds, for housing related costs, per school year. A maximum participant term of 4 years, which equates to a \$40,000 lifetime scholarship max, is provided by DHCD. Housing-related costs are limited to housing assistance, in the form of rent for housing and dormitory costs and may include security deposits. Identified housing is subject to HUD's HQS requirements and participants are permitted to reside in shared housing. DHE contracts with either DHCD's regional administering agencies or a third party to conduct HQS inspections. Inspectors are required to document proper training/certification. HQS inspection records are forwarded to and maintained by DHCD. Participants are also eligible to receive financial aid from other sources for other college-related identified expenses.

Participants must continue to remain enrolled full-time and maintain passing grades in order to be eligible for a renewed scholarship each academic year. Students receiving assistance are expected to maintain continuous enrollment with the goal of earning degrees and/or certificates of value. Every student is required to utilize academic support services and counseling services available at their respective campuses and through community-based service providers who will work with students, providing case management. In the event that a student needs to take a leave from his or her academic program, such a leave would be considered temporary and all efforts will be made to get the student to re-enroll, perhaps in a different academic program, or at another institution.



The clients served under this activity are not participants in the Housing Choice Voucher Program or residents of federal public housing.

Subsequent to the Pilot's first two years, DHCD may continue funding by matching every private dollar fundraised/donated to the program, up to \$200,000 annually.

### Impact

In FY 2021, DHCD entered into an ISA with DHE/ICHH. Teams were established in areas with participating two and four year colleges to support students during the application and referral process. Additionally, DHCD worked on a tracking mechanism to monitor HQS inspections and referrals and will work with DHE/ICHH to develop a tool to track outcomes. DHCD awarded scholarships to eight eligible recipients who were enrolled in College in FY 2021 and is continuing with enrollment efforts. Residency did not occur for any of the eight enrollees until the beginning of FY 2022.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

DHCD has not made any changes to the metrics, which were included in the FY 2021 Plan.

### Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$302,380	\$0	No
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed*	0	14	Not Tracked	N/A
	0%	70%	Not Tracked	N/A
Employed Part-Time or Full-Time *	0	6	Not Tracked	N/A
	0%	30%	Not Tracked	N/A
Enrolled in an Educational Program or Job Training	0 households	20 households	0 households	No
	0%	100%	0%	
* This initiative is not anticipated to increase the number of households employed, as the goal of the Activity is to keep students enrolled in college. DHCD does not track employment status of students in this program				
SS #5: Households Assisted by Services that Increase Self Sufficiency				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	20 households per year	0 households	No
<b><i>SS #8: Households Transitioned to Self Sufficiency*</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	0 households	0 households	Yes
<i>*Self-sufficiency is defined as graduation from college.</i>				

### **Actual Significant Changes**

No significant changes were made.

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

While enrollment began in FY 2021, residency of scholarship recipients did not start until the beginning of FY 2022. Enrollment efforts are continuing and award of all scholarships is anticipated prior to the end of FY 2022.

## Activity 2021-2: Emergency Waivers

### Plan Year Approved, Implemented, Amended

Approved and implemented FY 2021.

### Description/Update

The novel coronavirus is spreading in the United States at a pace that requires significant policy and personal interventions to contain and treat it. The economic impacts on households, businesses, and financial markets is profound. Research speaks directly to ways in which families may be impacted by the effects of COVID-19, as well as how decisionmakers can shape policies to mitigate negative impacts. Additionally, the outbreak of COVID-19 also places additional burdens on housing authorities which are working tirelessly to respond to the needs of their participants while also maintaining compliance with program requirements. While the Coronavirus Aid, Relief and Economic Security (CARES) Act provides the U.S. Department of Housing and Urban Development (HUD) with broad authority to waive or establish alternative requirements for numerous statutory and regulatory requirements for the Public Housing program and Housing Choice Voucher (HCV) programs, the duration of this pandemic, and potentially others in the future, remains unknown and the backlog of transactions, inspections, and delayed reporting requirements grows. Accordingly, DHCD will use its MTW authority to establish an emergency waivers activity which addresses the burdens placed on all stakeholders. DHCD has established the following emergency waivers in response to economic- and health-related emergencies, including natural disasters, as declared by the Governor or his/her designee, including the authority to determine when to place and lift the waivers. DHCD may revise, add, and/or remove waivers as needed to address emergency-related conditions.

- 1. Delayed Reexaminations:** DHCD may waive the requirement to conduct a reexamination of family income and composition at least annually. Currently DHCD completes reexaminations on a biennial basis for HCV program households and on a triennial basis for HCV elderly/disabled households on fixed incomes. Where reexaminations have been delayed due to a declared emergency, DHCD will complete the reexamination no later than the anniversary month of the following year. The next reexamination will be scheduled on the same anniversary month using the applicable reexam frequency for the family. For example, if a biennial reexam was due on July 2020, DHCD would complete the reexam by July 2021. The next scheduled biennial reexam would take place in July 2023.
- 2. Verification of Income:** During periods of declared emergencies, DHCD will waive the requirements of the verification hierarchy but continue to use EIV.
- 3. Increase in Payment Standard:** DHCD will waive the requirement to apply the increased payment standard back to the regular effective date for delayed regular reexaminations. Instead, during periods of declared emergencies, DHCD will apply the increased payment standard at the next interim reexamination after the effective date of the increased payment standard. If DHCD completes a reexam late, DHCD will apply the payment standard in effect on the effective date of the delayed regular reexamination.

4. **Delayed Regular HQS Inspections:** DHCD may waive the requirement for completion of regular HQS inspections at least biennially. Where a regular HQS inspection has been delayed, DHCD will complete the HQS inspection no later than the anniversary month of the following year. The next HQS inspection will be scheduled on the same anniversary month using the applicable inspection frequency for the unit. For example, if an HQS inspection was due by July 2020, DHCD would complete the inspection by July 2021. The next scheduled regular HQS inspection would take place in July 2022. DHCD will continue to request a self-certification from the owner that no life-threatening conditions exist in the unit as of the originally-intended inspection date. Additionally, DHCD will continue to conduct complaint inspections.
5. **Interim HQS Inspections:** DHCD may waive the requirement to conduct re-inspections to confirm repair; however, DHCD will require that the owner self-certify and provide documentation that a life-threatening deficiency has been corrected within 24 hours of notification and that a non-life-threatening deficiency has been corrected within 30 days of DHCD notification.
6. **HQS QC Inspections:** DHCD will waive the requirement to conduct HQS quality control inspections and instead may suspend HQS quality control inspections until the emergency waiver has been lifted. program.
7. **FSS Contract of Participation:** DHCD will waive the requirement regarding the maximum extension of an FSS Contract of Participation (COP). During periods of declared emergency, DHCD may extend a family's COP, using the declared emergency as good cause of the need for extension. For households who were already in the two-year extension period when the emergency was declared, DHCD may extend their COP beyond the two-year extension threshold.

### Impact

The governor of Massachusetts lifted the state of emergency effective June 15, 2021. DHCD has and will continue to use the HUD waivers outlined in the CARES Act through the end of the waiver period. Delayed reexams and inspections will be completed with the time period outlined in this activity.

### Actual Non-Significant Changes

No non-significant changes were made.

### Actual Changes to Metrics/Data Collection

There were no changes to metrics/data collection

### Metrics

<i>CE #1: Agency Cost Savings*</i>				
Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease)	\$330,838	\$165,419	\$201,880	Yes

				DHCD was able to complete a larger number of recerts which were due than anticipated
*The baseline reflects the cost of completion of HCV regular reexaminations for a one-year period. The benchmark reflects the cost of completion of one half of the HCV regular reexaminations in a one-year period. There is no cost savings, just delayed cost due to reexaminations which may not have been completed when due as a result of the pandemic.				
<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).	15,197 hours	7,598 hours	9,086 hours	Yes DHCD was able to complete a larger number of recerts which were due than anticipated
**The baseline reflects the time expended on HCV regular reexaminations for a one-year period. The benchmark reflects the time expended for one half the number of HCV regular reexaminations in a one-year period. There is no times savings, just delays as a result of reexaminations which may not have been completed when due because of the pandemic.				

### Actual Significant Changes

No significant changes were made.

### Challenges in Achieving Benchmarks & Possible Strategies

DHCD was able to complete a larger number of recertifications which were due in spite of the challenges presented by the COVID-19 pandemic. The metrics used here do not accurately reflect the intended outcome of the activity. There are no actual time or cost savings as the tasks are deferred until the emergency is abated.

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

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

**Approved: FY 2011**

#### **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, Section 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.

In FY 2021 DHCD continued to pursue connections with owners of affordable housing and determine feasibility for this activity. A specific timeline for implementation of this activity cannot be determined at this time.

### **Activity 2021-1: Fair Housing Initiative**

**Approved: FY 2021**

#### **Description/Update**

The Fair Housing Act prohibits discrimination in the sale, rental, and financing of housing based on race, color, national origin, religion, sex, familial status, and disability. Massachusetts further prohibits discrimination on the basis of marital status, military or veteran status, sexual orientation, gender identity and expression, age, ancestry, receipt of public assistance, and age of children (under 6 years) in housing containing lead paint. Despite progress, many challenges remain, and DHCD regularly hears from its voucher holders and others about instances of discrimination, with the Massachusetts Commission Against Discrimination alone having received over 400 housing discrimination complaints in FY 2019.

DHCD plans to utilize up to \$500K in MTW Block Grant funding flexibility to award funding to a selected non-profit agency or agencies to identify fair housing compliance and enforcement issues across DHCD’s jurisdiction, investigate discriminatory practices, and provide enforcement assistance (including through voluntary resolution efforts and litigation) for households with a housing subsidy or voucher. Additionally, the funding will be used to develop best practices and education for low-income households and owners regarding fair housing including but not limited to advertising and outreach, as well as seminars on protected classes, fair housing rights and responsibilities, reasonable accommodations, and language assistance.

The clients served under this activity may include families with housing assistance vouchers outside of the participants in DHCD's Housing Choice Voucher Program.

In FY 2021 DHCD developed an RFR for services and outcomes related to this fair housing initiative. Responses have been received and DHCD expects to make selections in FY 2022 with implementation anticipated in FY 2022.

## **C. Activities on Hold**

Currently there are no activities on hold.



## D. Closed Out Activities

The following table summarizes previously approved MTW activities that DHCD has completed, discontinued, or determined do not require MTW authority to implement.

**Table 11: Closed-Out MTW Activities**

Activity	Plan Year Approved	Plan Year Implemented	Close Out Year	Reason for Close Out
Biennial Inspections (Activity 2011-3)	FY 2011	FY 2013	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.
Project Based Voucher Discretionary Moves (Activity 2012-3)	FY 2012	FY 2012	FY 2018	DHCD proposed and received HUD approval for a new Local Project-Based Voucher Program, which includes revisions to the PBV opt out policy.
Rent Reasonableness (Activity 2013-1)	FY 2013	FY 2013	FY 2018 Note: 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.	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.
PBV Rent Reasonableness (Activity 2013-2)	FY 2013	FY 2013	FY 2019	DHCD closed out this activity and consolidated it with the approved Enhanced PBV Program activity (Activity 2018-7). This action will allow DHCD to report on all Enhanced PB activity features under one activity.
Equity Builder Program (Activity 2018-8)	FY 2018	Never Implemented	FY 2020	After discussions with for-profit and non-profit owners, DHCD determined the activity was not financially feasible. Owners relayed lack of interest in pursuing the program and a lack of financial benefits. As the success of the program is dependent on owners providing

Activity	Plan Year Approved	Plan Year Implemented	Close Out Year	Reason for Close Out
				LTO units, DHCD decided to close the activity out.
Health Starts at Home (Activity 2018-6)	2018	2018	2020	DHCD did not reissue HSH vouchers upon turnover.

## **V. Application of MTW Funds**

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### **A. Financial Reporting**

#### **i. Available MTW Funds in the Plan Year**

DHCD will submit all required FY 2021 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system within the required time frame including any extensions issued under the CARES Act.

#### **ii. Expenditures of MTW Funds in the Plan Year**

DHCD will submit all required FY 2021 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system within the required time frame including any extensions issued under the CARES Act.

#### **iii. Describe Application of MTW Funding Flexibility**

Under the MTW Program, DHCD is authorized to establish an MTW Block Grant budget. Activities that utilized Block Grant single fund flexibility in FY 2021 are described below.

- In FY 2021 DHCD utilized \$50,000 to support the development and implementation of its data warehouse. This Regional Housing Network (RHN) Data Warehouse, pools and houses client data for all participating organizations and allow for the sharing of information.
- In FY 2021 DHCD utilized \$118,104 for third parties to perform program evaluations of two of DHCD's MTW programs, ABL and Launch. Data was collected on participant outcomes as a result of the targeted MTW activities to assist DHCD in improving and modifying activity services and supports. The FY 2021 expenditures were in line with DHCD's total budget of \$500,000 for program evaluation services.
- In FY 2021, DHCD used \$216,160 in Single Fund Flexibility to support a career navigation initiative for HCV participants. Specifically the funds support the cost of hiring Career Navigators (Navigators) at Career Centers in four regions. Navigators meet one-on-one with individuals to help them identify a career path that fits with the available jobs in their region with good wages, benefits and opportunity for advancement. Navigators also work with participants to identify training or education opportunities, facilitate employer relationships and support participants through the process of finding a job and post-employment transition. Individuals are referred to Navigators by FSS Coordinators and by program staff at the RAAs. Given the Career Centers' specialized expertise in career navigation/job development and strong employer relationships, they are best suited to

support HCV participants in this aspect of self-sufficiency development. Additionally, funds support the development of resources, such as region-specific recruitment and outreach materials, access to training opportunities and technology. These resources assist staff at Career Centers and RAAs in directing participants toward areas of employment opportunity. Navigators and FSS Coordinators come together quarterly for training and networking. The FY 2021 expenditures are in lines with DHCD's budget of \$4.5M over five years for the career navigation initiative.

- DHCD utilized approximately \$86,700 to fund an Economic Prosperity Coordinator (EPC). The EPC is responsible for planning, implementation and oversight of all MTW programs that support economic prosperity.
- Supportive Services:
  - Education Partnership: In FY 2021 DHCD did not use single fund flexibility on educational activities that target youth members of DHCD voucher households. The COVID-19 pandemic curtailed planning and implementation on these activities; however, DHCD may consider using SFF on these important educational activities in upcoming fiscal years. The purpose of this education initiative was to provide younger students with the support needed to ensure positive educational outcomes and to provide family members who may be of high school age or older with greater exposure to career and post-graduation educational options. Support and educational activities will be tailored to the participant based on need and age. For example, educational activities, which target elementary school students or older, will include afterschool programming for students that exposes participants, through hands on learning activities, to science, technology, engineering, mathematics, music, and arts.
  - Other Supportive Services: In FY 2021 DHCD used approximately \$546,195 in MTW funds on activities to support a wide range of supportive services for DHCD program participants including: expansion of FSS programming, job training and placement; educational partnership initiatives; affordable homeownership programs and other economic development and self-sufficiency program activities. This includes funding for case management services to connect targeted HCV youth ages 18-24 to employment readiness, job placement, vocational training, certificate programs and/or other post-secondary education programs under the proposed MTW Launch activities. While DHCD had planned to work with the Massachusetts Department of Treasury to develop ways to support the Massachusetts Baby Steps Program which supports development of a child education savings account for all newborns and adopted children, the planning was curtailed as a result of the COVID-19 pandemic and may resume in the upcoming fiscal year.

## B. Local Asset Management Plan

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

Yes

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

No

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

No

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

Not applicable

## VI. Administrative

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### A. Reviews, Audits and Inspections

DHCD did not have any HUD reviews, audits or physical inspection issues that required the Agency to take action during FY 2021.

### B. Evaluation Results

DHCD contracted with third-parties to perform evaluations of the ABL and Launch programs. A final report on the evaluation of ABL is expected from MDRC in FY 2022 and a final report on Launch from the Forum for Youth Investment was completed in FY 2021.

- The Forum for Youth Investment completed their evaluation of Launch. One significant finding was that Launch clients who had medium and high dosage scores (i.e., those that, on average, had more frequent interaction with their coach) were more likely to achieve their goals compared to clients who had less frequent interaction with their coach. This confirmed that more contact – defined both in context of how much and type of contact – makes a difference. However, since participants’ life circumstances and experiences vary, there is no prescriptive path or sequence that fit all and therefore no “one size fits all” dosage. We are working to manage the tension between setting data targets for engagement and outcomes and acknowledging the challenging life circumstances of this kind of initiative’s target population.

In Launch 2.0, United Way has revamped the data system and we will be able to collect more and better data on dosage and how it contributes to the economic prosperity of young adults in subsidized housing. The Forum will continue their evaluation through Launch 2.0.

- MDRC’s evaluation of ABL is ongoing. The focus has shifted from enrollment to engaging the residents who have successfully enrolled. ABL was just getting off the ground when COVID started so the program has been drastically impacted as the coaches pivoted from future goal setting with residents to meeting basic needs during the pandemic for the adults

as well as the children. As the pandemic begins to lift, MDRC is looking at whether the relationships of trust built over the period of the pandemic translate into the residents working with the coaches on education and employment goals for the next 12 months.

### **C. MTW Statutory Requirement Certification**

DHCD certifies that, in FY 2021, it continued to meet the three statutory objectives of the MTW program. Appendix B includes the certification required by HUD.

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

Not applicable

## **Appendix A: Listing of Regional Administering Agencies**

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*Berkshire Housing Development Corp.*

One Fenn Street  
Pittsfield, MA 01201  
413.499.4887

*Community Teamwork, Inc.*

155 Merrimack Street  
Lowell, MA 01852  
978.459.0551

*Housing Assistance Corp*

460 West Main Street  
Hyannis, MA 02601  
508.771.5400

*NeighborWorks Housing Solutions.*

169 Summer Street  
Kingston, MA 02364  
781.422.4200

*Lynn Housing Authority & Neighborhood Development*

10 Church Street  
Lynn, MA 01902  
781.592.1966

*Metro Housing/Boston*

1411 Tremont Street  
Boston, MA 02120  
617.859.0400

*RCAP Solutions*

191 May Street  
Worcester, MA 01602  
800.488.1969

*South Middlesex Opportunity Council*

7 Bishop Street  
Framingham, MA 01702  
508.620.2336

*Way Finders*

322 Main Street  
Springfield, MA 01105  
413.233.1500

## **Appendix B: MTW Certification of Statutory Compliance**

The Massachusetts Department of Housing and Community Development ("DHCD") hereby certifies that between the period of July 1, 2020 and June 30, 2021, 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  
PHA Name

MA901  
PHA Number/HA Code

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

Jennifer D. Maddox  
Name of Authorized Official

Undersecretary  
Title

Signature 

September 22, 2021  
Date