



COMMONWEALTH OF MASSACHUSETTS
Department of Housing & Community Development

Moving to Work Program
Annual Report for Fiscal Year 2022

Submitted to the
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Housing and Urban Development

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Table of Contents

I.	Introduction	1
A.	Overview of Short-Term Annual Goals and Objectives	1
B.	Overview of Long-Term Goals	4
II.	General Operating Information	6
A.	Housing Stock Information	6
B.	Leasing Information	19
C.	Waiting List Information	21
D.	Information on Statutory Objectives and Requirements	22
III.	Proposed MTW Activities	25
IV.	Approved MTW Activities	26
A.	Implemented Activities	26
	Activity 2000-1: Family Economic Stability (FES) Program	26
	Activity 2010-2: Payment Standard Exceptions	30
	Activity 2010-3: Owner Incentive Fund	31
	Activity 2010-4: Development of Local Forms	33
	Activity 2011-2: Supporting Neighborhood Opportunity in Massachusetts (SNO Mass)	35
	Activity 2011-4: Multi-Year Recertifications	37
	Activity 2011-5: Youth Transition to Success Program (YTTSP)	39
	Activity 2012-1: MTW Utility Allowances	43
	Activity 2012-4: Expiring Use Preservation Initiative	45
	Activity 2012-5: Family Self Sufficiency Program Enhancements	46
	Activity 2015-1: Rent Simplification	50
	Activity 2018-1: Expanding Housing Opportunities: Relocation Assistance	53
	Activity 2018-2: Residential Assistance for Families in Transition /Emergency Rental & Mortgage Assistance (RAFT/ERMA)	55
	Activity 2018-3: Support for the Secure Jobs Initiative: Vouchers and Services	57
	Activity 2018-4: Support for the Secure Jobs Initiative: Services Only	60
	Activity 2018-5: A Better Life Program Model	63
	Activity 2018-7: Enhanced Local Project-Based Voucher Program	67
	Activity 2018-9: Affordable Housing Preservation and Development Fund	69
	Activity 2019-1: Launch	72
	Activity 2020-1: Massachusetts Student Housing Security Pilot	76

Activity 2021-1: Fair Housing Initiative	79
Activity 2021-2: Emergency Waivers	81
B. Not Yet Implemented Activities	84
Activity 2011-1: Value Vouchers.....	84
C. Activities on Hold	85
D. Closed Out Activities	86
V. Application of MTW Funds	88
A. Financial Reporting	88
B. Local Asset Management Plan.....	89
VI. Administrative	89
A. Reviews, Audits and Inspections	89
B. Evaluation Results	89
C. MTW Statutory Requirement Certification	90
D. MTW Energy Performance Contract (EPC) Flexibility Data	90
VII. Appendix A: Listing of Regional Administering Agencies	91
VIII. Appendix B: MTW Certification of Statutory Compliance	92

I. Introduction

This Annual Report describes the Moving to Work (MTW) Program activities and accomplishments of the Massachusetts Department of Housing and Community Development (DHCD) during Fiscal Year 2022, i.e. the period from July 1, 2021 through June 30, 2022.

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. The programs are administered by DHCD in partnership with nine Regional Administering Agencies (RAAs), as noted in [Appendix A](#) and referenced throughout this Report.

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 2022 MTW activities include:

- DHCD provided rental assistance and related services to 21,038 MTW voucher households plus an additional 220 MTW households through its local non-traditional housing programs. An additional 968 households were served through the Veterans Affairs Supportive Housing (VASH), Mainstream 5, Family Unification Program (FUP) and Emergency Housing Voucher (EHV) programs. While the overall number of households served was less than projected, the number of households served through MTW vouchers increased from FY 2021. 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 continue to administer 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.
- **Family Economic Stability (FES) Program:** Building economic self-sufficiency continues to be a central focus of DHCD's Family Economic Stability Program. In FY 2022 Metro Housing|Boston served 61 households in the FES program. Additionally, three households graduated from the program and 13 new participants enrolled in the program. DHCD continued to make hardship

policies available for the FES program in response to economic/health emergencies as declared by the Governor or his/her designee. In FY 2022, five households requested and were approved to use escrow funds to make payments for essential expenses such as rent and/or utility payments.

- **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, with the expectation that over time their need for housing and other subsidies will abate or diminish. SNO Mass is now available statewide with SNO Mass-dedicated personnel staffed at each RAA. During FY 2022 RAAs provided program orientation to 263 interested households, provided counseling to 185 households, and enrolled and engaged 116 households in housing search. Of these households, 42 were able to lease a unit in an Opportunity Area, exceeding the program goals and benchmarks set for FY 2022.
- **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 (FUP-AOP) who are facing the expiration of their subsidy, as well as referrals from other agencies serving this population. In FY 2022 DHCD served a total of 48 households with three participants graduating.
- **Expiring Use Preservation Initiative:** This initiative was designed to preserve the long-term affordability of expiring use properties by converting eligible units to Project-Based Units with a 15-year affordability period. In FY 2022 DHCD added one additional development to its expiring use inventory: 138 units at Loring Tower in Salem.
- **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 throughout FY 2022. During FY 2022 overall participation and enrollment increased with 915 households served, representing a 10% increase in total participants from FY 2021. The average escrow accumulated across the 378 households with escrow balances was \$6,765. One-hundred and twenty-eight households graduated from the program in FY 2022. There were many success stories among the FSS participants in the program, including 20 households who were able to graduate from the program and purchase homes during FY 2022.
- **Expanding Housing Opportunities: Relocation Assistance:** Under this Activity, DHCD utilizes MTW funding flexibility to support a comprehensive redevelopment program that preserves existing state-aided low-income housing. MTW funds primarily support rental subsidies and relocation costs associated with short-term housing for low-income residents during construction. To date, grants have been provided to two Local Housing Authorities (LHAs), Somerville Housing Authority (SHA) and Chelsea Housing Authority (CHA), for the preservation and redevelopment of state-aided public housing. Both projects have experienced delays due to the COVID-19 pandemic; however, the Chelsea project closed in May 2022, and DHCD anticipates that the Somerville project will close on Phase 1A in October 2022. It is expected that relocation and construction for both projects will begin in FY 2023.
- **Residential Assistance for Families in Transition / Emergency Rental & Mortgage Assistance (RAFT/ERMA):** In response to the COVID-19 pandemic and to prevent homelessness resulting from either eviction or foreclosure, DHCD provided assistance for rental and mortgage arrears as well as assistance with homeownership expenses such as property taxes, condo fees and insurance. The demand for ERMA assistance continued to decline during FY 2022. DHCD introduced a new

emergency rental assistance program using Treasury ERA funds in spring of 2021, and renters were directed to that program and other state and federal programs providing similar types of assistance. As a result, the ERMA program began almost exclusively serving homeowners seeking mortgage assistance. In FY 2022, MTW funds were used to provide emergency financial assistance to 33 households under this activity, including 31 homeowner households and two renter households.

- **Support for the Secure Jobs Initiative:** DHCD works with eight partnering agencies that provide case management and employment support services to homeless and low-income households. In FY 2022 under this activity, DHCD provided services to approximately 881 participants. For 40 of these SJI participants, DHCD also provided Housing Choice Voucher (HCV) assistance. Under the SJI Services activity, the percentage of participants who were enrolled in education or job training (39%) and/or who were employed (60%) exceeded the expected outcomes for the program.
- **A Better Life Program Model:** ABL focuses on helping residents in state-aided public housing to achieve economic self-sufficiency through case management, education, and training services. Three LHAs currently operate the ABL program. MTW Block Grant service dollars support Family Life Coaches at each of the LHAs who provide coaching support to assist participants in setting personal goals in the areas of work, education, family health and stability, and asset building. In FY 2022, ABL services were provided to 534 participants across 416 unique households, of which 80 participants (51 households) were new enrollees in FY 2022. Of these participants, 47% were employed compared with 33% the previous year. The average earned income and average amount of savings/escrow also increased from FY 2021 to FY 2022.
- **Affordable Housing Preservation and Development Fund:** Under this activity, DHCD utilizes MTW Block Grant funds to support the development and preservation of affordable rental housing units through implementation of an Affordable Housing Preservation and Development Fund (AHPDF). The AHPDF provides loans to eligible projects to leverage private equity and state-aided public housing capital resources. The Boston Housing Authority (BHA) project was completed in FY 2021, and all 72 units are leased/occupied. The Cambridge Housing Authority (CHA) project consisted of improvements at three different group homes collectively serving 25 adults with mental illness. Work at one property was completed and the property was fully occupied by the end of FY 2021, and construction at the remaining two properties was completed during FY 2022. Balch Apartments in Beverly completed its design phase in FY 2022, and the project is now in construction and is estimated to be completed in the spring of 2023. Finally, Lakeview Avenue in Lowell is in the construction phase with an anticipated completion date in 2023.
- **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. Coaches work with youth living in public housing and other types of affordable housing in the Boston area and help them set goals related to employment, education, and training. The program also offers flexible funding for participants to overcome short-term barriers and has created opportunities for participants to gain peer support, access mental health services, and take on leadership roles. Launch served a total of 180 participants in FY 2022.
- **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. Enrollment began during FY 2021 and continued through January 2022. A total of 16 scholarships were awarded when recruitment ended in January 2022. DHCD has modified the Interagency Service Agreement (ISA) to allow for

this extended timeframe. In addition, in FY23 DHCD will increase the scholarships from \$10,000 per academic year to \$12,288 to reflect increased housing costs at the university level.

- **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. In the first half of FY 2022, DHCD worked with the coalition to finalize the program design, and the coalition began outreach and enforcement services in the latter half of FY 2022. The coalition served 37 households through fair housing investigation and enforcement activities during the second half of FY 2022.
- **Emergency Waivers:** The COVID-19 pandemic had a significant impact on the economic security and stability of program participants. In FY 2021, in response to the challenges brought on by the pandemic, DHCD used its MTW authority and established an emergency waivers activity, seeking to ease reporting and documentation requirements, termination policies and deadlines for program participants and staff. Additionally, through the emergency waivers activity, DHCD established the authority, outside of HUD, to determine when to place and lift the waivers. The governor of Massachusetts lifted the state of emergency effective June 15, 2021, prior to the start of FY 2022; however, DHCD continued to use the HUD waivers outlined in the CARES Act through the end of the waiver period. Delayed reexaminations and inspections will be completed within required timeframes.

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 and has been instrumental in DHCD's ability to flexibly respond to the COVID-19 pandemic.

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 essential support 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 and 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 individuals, 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 2022, DHCD entered into Agreements and/or Housing Assistance Payments Contracts for 534 new project-based voucher units at 53 different developments under DHCD's Project Based Voucher (PBV) program. A list of new PBV projects and summary descriptions is shown in Table 1 below.

Table 1: Actual New Project Based Vouchers

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
1599 Columbus	0	8	Committed	No	New Construction – Family housing
181 Chestnut	0	8	Leased	No	Rehab – Family
2147 Washington Street	0	8	Committed	No	New Construction – Family housing
25 Sixth Street	0	8	Committed	No	New Construction – Family housing
250 Centre Street	0	8	Committed	No	New Construction – Family housing
288 Harrison Residences	0	8	Committed	No	New Construction – Family housing
555 Merrimack	0	8	Committed	No	New Construction – Family and Disabled
9 Leyland Street	0	8	Committed	No	New Construction – Elderly housing
910 Main Street/Windrush	0	8	Committed	No	New Construction – Elderly housing
Anchor Point I	0	8	Committed	No	New Construction – Family housing
Appleton Mill Apartments	0	8	Committed	No	New Construction – Elderly housing
Baystate Place Apartments	0	8	Committed	No	New Construction – Family housing
Brewster Woods	0	7	Committed	No	New Construction – Family housing
Briscoe Village	0	8	Committed	No	New Construction – Senior Housing
Broadway Building	0	4	Leased	No	New Construction – Family housing
Brockton South TOD	0	8	Committed	No	New Construction – Family housing
Burbank Terrace	0	7	Committed	No	New Construction – Family housing
Eagle Mill Phase I	0	8	Committed	No	New Construction – Family housing
Elias Brookings Apartments	0	8	Committed	No	New Construction – Family housing
Four Corners Plaza	0	8	Committed	no	New construction – Family housing
Glen Brook Way Phase 2	0	8	Committed	No	New Construction – Family housing
Grand Street Commons	0	8	Committed	No	New Construction – Family housing
Granite Street Crossing	0	8	Committed	No	New Construction – Family housing
Hillcrest Acres	0	8	Committed	No	New Construction – Family housing

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year	RAD?	Description of Project
	Planned	Actual			
Holbrook Center Senior Housing	0	8	Committed	No	New Construction – Elderly housing
Island Parkside Phase 1	0	8	Committed	No	New Construction – Family housing
Julia Bancroft	0	8	Committed	No	New Construction – Elderly housing
Knox Residence I	0	8	Committed	No	New Construction – Family housing
Knox Residence II	0	8	Committed	No	New Construction - Family housing
Lighthouses	0	8	Committed	No	New Construction – Family housing
Littleton Drive Senior	0	8	Committed	No	New Construction – Elderly housing
Loring Towers 2	0	138	Leased	No	Expiring Use – Family housing
Lower Winter Street	0	8	Committed	No	New Construction – Homeless
McElwain School Apartments	0	8	Committed	No	New Construction – Family housing
Merrimack Place	0	8	Committed	No	New Construction – Elderly housing
Mildred Hailey Building 1B	0	4	Committed	No	New Construction - Family housing
Mill 8 Apartments	0	8	Committed	No	New Construction – Elderly housing
Parcel 8 & 9	0	8	Leased	No	New Construction – Family housing
Plaza Apartments	0	8	Committed	No	New Construction – Family housing
Residences at Yarmouth Gardens	0	8	Leased	No	New Construction – Family housing
Residences off Baker	0	8	Leased	No	New Construction – Family housing
Rosewood Way Townhouses	0	8	Committed	No	New Construction – Family housing
Simon C. Fireman Expansion	0	8	Committed	No	New Construction – Elderly housing
Southbridge Mills	0	5	Committed	No	New Construction – Family housing
Squirrelwood	0	2	Leased	No	Rehab & New Construction – Family housing
Stone Mill	0	8	Committed	No	New Construction – Family housing
Sycamore on Main	0	8	Leased	No	New Construction – Family housing
Tavernier Place	0	7	Committed	No	New Construction – Elderly housing
The Pryde	0	8	Committed	No	New Construction – Elderly housing
Ticoma Green Workforce Housing	0	8	Committed	No	New Construction – Family housing
Village at Nauset Green (formerly Campbell-Purcell)	0	8	Leased	No	New construction – Family housing
Woodland Cove I	0	8	Committed	No	New Construction – Family housing
Woodland Cove II	0	8	Committed	No	New Construction – Family housing
Total: Planned or Actual Newly Project-Based	0	534			

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 that DHCD's MTW Plan is due to HUD prior to the award of FY 2022 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 2022 Plan; however, the table above includes the new PBVs which were under AHAP or HAP by the end of FY 2022.

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 534 new PBV units added to DHCD's PBV program in FY 2022, DHCD also provided subsidies and oversight for 4,097 existing PBV units.

Table 2: Actual Existing Project Based Vouchers

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
1060 Belmont Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
108 Newbury Street	4	4	Leased/Issued	No	Family - New construction of four-story building
109 Gilman Street	1	1	Leased/Issued	No	Family unit
1129 Dorchester Avenue	8	8	Leased/Issued	No	Family and Elderly/Disabled units
1202 Commonwealth Avenue	6	6	Leased/Issued	No	Units for homeless individuals
12-14 Roach	8	8	Leased/Issued	No	New construction/ Elderly
126 Chandler Street	7	7	Leased/Issued	No	Family - new construction 2 & 3-BR
1285-1291 Mass Avenue	4	4	Leased/Issued	No	Family units
132 Chestnut Hill Ave.	8	8	Leased/Issued	No	New construction/ Elderly
140 East Street	2	2	Leased/Issued	No	Elderly/Disabled units
14-24 Roach Street	8	8	Leased/Issued	No	Family units
154-168 Eagle Street	8	8	Leased/Issued	No	Family units; supportive services
165 Winter Street	3	3	Leased/Issued	No	Family - Substantial rehab of historic former school
1-7 Piedmont Street	3	3	Leased/Issued	No	Elderly/Disabled units
1740 Washington Street	8	8	Leased/Issued	No	Units for homeless individuals
181 Washington Street	8	8	Leased/Issued	No	Family - New construction of four-story, mixed-use building
19 Hancock Street	3	3	Leased/Issued	No	Units for homeless individuals
191-195 Bowdoin	8	8	Committed		New construction/family
2 Hardy Street	6	6	Leased/Issued	No	Family-new construction 2 & 3-BR
25 Amory Street - Jackson Square	8	8	Leased/Issued	No	Family - new construction 1, 2, 3-BR
250 Gull Pond Road, Wellfleet	2	2	Leased/Issued	No	Family - New construction of three two-unit townhouses
28 Mount Pleasant Street	2	2	Leased/Issued	No	Units for homeless individuals
32 Kent Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
32 Old Ann Page Way	2	2	Leased/Issued	No	Family and Elderly/Disabled units
370 Essex Street	8	8	Committed	No	New construction/family
370 Harvard Street	8	8	Leased/Issued	No	New Construction/elderly
40A Nelson Avenue	3	3	Leased/Issued	No	Family units
430-436 Dudley Street	3	3	Leased/Issued	No	Units for homeless individuals
447 Concord Road	4	4	Leased/Issued	No	Family units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
4-6 Ashland Street	3	3	Leased/Issued	No	Units for homeless individuals
46-48 School Street	2	2	Leased/Issued	No	Family units
470 Main Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
48 & 52 Franklin St & 348 Chestnut St	24	24	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
48 Water Street	6	6	Leased/Issued	No	Units for homeless individuals
48-64 Middlesex Street	6	6	Leased/Issued	No	Family units
5 Benefit Street	4	4	Leased/Issued	No	Family units
525 Beach Street	7	7	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - new construction of four-story building
57 Main Street	4	4	Leased/Issued	No	Family - PHA-owned rehab of three-story, mixed-use building
571 Revere Street	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
58 Harry Kemp Way	4	4	Leased/Issued	No	Family units
580 South Summer Street	12	12	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
6 Fort Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
66 Hudson at One Greenway	8	8	Leased/Issued	No	Disabled - PBV units reserved for disabled; new construction of 10-story high-rise
75 Amory Avenue	8	8	Leased/Issued	No	Family - New construction rental PBVs at 30% AMI
75 Cross Street	8	8	Leased/Issued	No	Supportive services
82 Green Street	10	10	Leased/Issued	No	Units for homeless individuals
86 Dummer Street	2	2	Leased/Issued	No	Family - New construction of rental in a three-story building
885C State Highway	1	1	Leased/Issued	No	Family - New construction - 40B project
9 May Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
98 Essex	7	7	Leased/Issued	No	New construction/family
Acre High School Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Acushnet Commons	3	3	Leased/Issued	No	Family units
Ames Privilege 2	4	4	Leased/Issued	No	Family - Substantial rehab of historic mill complex
Ames Shovel Works/Main and Oliver Streets	8	8	Leased/Issued	No	Family - Substantial rehab of historic factory complex
Amory Street/10 and 20 Amory Avenue	10	10	Leased/Issued	No	Family units
Armory Street Apartments	1	1	Leased/Issued	No	Disabled - PBV unit reserved for disabled; new construction of four-unit building
Austin Corridor II	5	5	Leased/Issued	No	Family - Substantial rehab of six separate buildings
Baker Street	20	20	Leased/Issued	No	Family units
Barnstable Family/Kimber Woods	7	7	Leased/Issued	No	Family units
Barnstable Senior/Lombard Farm	8	8	Leased/Issued	No	Elderly/Disabled units
Bartlett Station (Building A)	8	8	Leased/Issued	No	New construction/family

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Bellingham Hill Family Homes	7	7	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Benfield Farms/South Street	5	5	Leased/Issued	No	Elderly - New construction facility for the elderly
Bentley Apartments	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
Berkshire Peak (formerly Riverview Homes)	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction
Bethany Hill School	10	10	Leased/Issued	No	Family units
Blanchard School	6	6	Leased/Issued	No	Adaptive reuse family units
Bliss School	8	8	Leased/Issued	No	Family units
Borinquen Apartments (formerly Villa Borinquen)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Boston YWCA	20	20	Leased/Issued	No	Units for homeless individuals
Bostwick Gardens	8	8	Leased/Issued	No	New construction and Rehab, elderly, at 50% AMI
Bowers Brook	4	4	Leased/Issued	No	Elderly/Disabled units
Breezy Acres Expansion/Great Cove Community	8	8	Leased/Issued	No	Family - New construction of five duplex buildings
Bridgeview Center	8	8	Leased/Issued	No	Family and Disabled - New construction of mixed-use, multi-story building
Broadway Building	4	4	Leased/Issued	No	new construction/Family
Brook Ave.	4	4	Leased/Issued	No	Rehab/family units
Burbank Gardens	8	8	Leased/Issued	No	Rehab/family units
Cabot Housing	8	8	Leased/Issued	No	New Construction SRO
Cabot Street Homes	8	8	Leased/Issued	No	Elderly/Disabled units
Campbell-Purcell	8	8	Leased/Issued	No	New construction, family units at 30% AMI
Canal Bluffs III (Highmeadows)	7	7	Leased/Issued	No	Family- new construction 2 + 3-bedroom units
Capen Court	8	8	Leased/Issued	No	Elderly/Disabled units
Capital Square Apartments	8	8	Leased/Issued	No	Family units
Carpenters Glen	8	8	Leased/Issued	No	Family - Rehab of existing townhouse-style development
Carter School	8	8	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 50% AMI
Casa Familias Unidas	8	8	Leased/Issued	No	Supportive services
Central Building	8	8	Leased/Issued	No	Substantial Rehabilitation of an historic building creating mixed-income rental units; 50 affordable, 5 market rate
Chapin School Veterans Housing	43	43	Leased/Issued	No	Adaptive reuse of former school for Veterans
Chestnut Crossing	8	8	Leased/Issued	No	Mod Rehab, 0-BR units at 50%
Chestnut Park Apartments	8	8	Leased/Issued	No	Family - Adaptive reuse of former church and school; 85, 95, 57-60

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
					Chestnut Street, 218 Hampden Street
Clay Pond Cove	8	8	Leased/Issued	No	Family units
Cliftext Phase II	8	8	Committed	No	Adaptive reuse of a mill
Cole Ave.	8	8	Leased/Issued	No	Family - new construction 2 & 3-BR
Colonel Lovell's Gate Apartments	44	44	Leased/Issued	No	Family - Preservation
Commonwealth Apartments	88	88	Leased/Issued	No	Expiring Use Project - Family - 88 out of 106 EVs converted to PBVs
Conant Village	15	15	Leased/Issued	No	Family units
Congress Street Residences	8	8	Leased/Issued	No	Family - New construction; Dow, Palmer, Congress, Perkins, Ward Streets
Conifer Hill Commons II	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Conifer Hill Commons Phase I	8	8	Leased/Issued	No	Family - Six units have disabled preference; new construction of three-story townhouse
Coolidge at Sudbury	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction of four-story building
Coolidge at Sudbury Phase II	8	8	Leased/Issued	No	New construction/Family
Coolidge School Apts.	4	4	Leased/Issued	No	Elderly/Disabled units
Coppersmith Village Apartments, Boston	8	8	Leased/Issued	No	New Construction/Family
Cordovan at Haverhill Station	8	8	Leased/Issued	No	Family units
Cottage Square	8	8	Leased/Issued	No	Family - Adaptive reuse of former mill (four stories)
Counting House Lofts	6	6	Leased/Issued	No	Family - Adaptive reuse of historic mill (six stories)
Cumber Homes Apartments/Cumberland and Dwight	8	8	Leased/Issued	No	Family units
Cutler Heights	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Dalton Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of existing multifamily housing; 11 separate buildings
Depot Crossing	8	8	Leased/Issued	No	Family units
Depot Village I	5	5	Leased/Issued	No	Family - new construction 2 & 3-BR
Doe House	5	5	Leased/Issued	No	Units for homeless individuals
Downing Square Broadway Initiative	3	3	Leased/Issued	No	Family-new construction 3-BR
Downtown Brockton TOD	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
Duck Mill/Union Crossing Phase II	8	8	Leased/Issued	No	Family - Adaptive reuse of historic mill; PBVs serve 30% AMI families
Earle Street	15	15	Leased/Issued	No	Family units; supportive services
East Howard Street/Veterans Housing	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; new construction, one building

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Edmands House	59	59	Leased/Issued	No	Expiring Use Project - Family - 59 out of 68 EVs converted to PBVs
Fina House	7	7	Leased/Issued	No	Family units
Firehouse Place	4	4	Leased/Issued	No	Family and Elderly/Disabled units
First Lowell	30	30	Leased/Issued	No	Expiring Use Project - Family - 30 out of 37 EVs converted to PBVs
Fitchburg Place	8	8	Leased/Issued	No	Elderly/Disabled units
Fitchburg Yarn Mill	8	8	Leased/Issued	No	Family units
Forest Springs, Great Barrington	5	5	Leased/Issued	No	Family - New construction
Founders Court/979 Falmouth Road	2	2	Leased/Issued	No	Family units
Four Addresses in Arlington/Summer Broadway Bow Webster	4	4	Leased/Issued	No	Family units; 29 Bow Street, 288B Summer Street, 77 Webster Street, 222 Broadway
Four Corners Plaza	8	8	Leased/Issued	no	new construction/family
Freedom Village	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Gateway Residences on Washington	8	8	Leased/Issued	No	Family - New construction mixed-use building
General Heath Square Apartments	8	8	Leased/Issued	No	New construction, family units
Gerson Building, Haverhill	8	8	Leased/Issued	No	New construction, family housing, 70% veteran's preference at 50% AMI
Glen Brook Way I	8	8	Leased/Issued	No	New construction/family
Golda Meir House Expansion	20	20	Committed	No	New Construction/elderly
Goshen Senior Housing, Goshen	6	6	Leased/Issued	No	Elderly - New construction
Grandfamilies House	8	8	Leased/Issued	No	Supportive services
Granite Street Housing	5	5	Leased/Issued	No	Supportive services
Greater Four Corners Stabilization - Pilot, Boston	2	2	Leased/Issued	No	Family - Scattered site rehab of four buildings
Hadley Building	8	8	Leased/Issued	No	Family - Historic rehab of former furniture store
Harbor and Lafayette Homes	4	4	Leased/Issued	No	Moderate Rehabilitation with existing tenants
Harbor Cove/63 Washington Avenue	24	24	Leased/Issued	No	Supportive services
Harbor Village	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
Hayes	4	4	Leased/Issued	No	Elderly/Disabled Units
Haywood House	8	8	Committed	No	New Construction/elderly
Hearth at Four Corners	8	8	Leased/Issued	No	Elderly - new construction
Hearth at Olmstead Green	15	15	Leased/Issued	No	Elderly/Disabled units
Herring Brook Hill (River Street)	8	8	Leased/Issued	No	New construction
High Rock Homes	8	8	Leased/Issued	No	Family units
Highland Terrace	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Highland Village	110	110	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Hillside Avenue	5	5	Leased/Issued	No	Family and Elderly/Disabled units

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Hillside Village	16	16	Leased/Issued	No	Family units
Holcroft Park Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units; 30 Mill Street; 10, 22, 30 Grant Street
Holcroft Park Homes Phase II	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Holtzer Park	8	8	Leased/Issued	No	Family - new construction 1, 2, 3-BR
Holyoke Farms Apartments	8	8	Leased/Issued	No	Rehab/family units
Home Together	4	4	Leased/Issued	No	Family - New construction of two duplex buildings
Hope in Action	49	49	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - seven scattered sites/two towns
Indigo Block	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
Ingraham Place	8	8	Leased/Issued	No	Supportive services
Island Creek North	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; one four-story building
Island Creek North/Age Unrestricted	8	8	Leased/Issued	No	New construction - One four-story building; fitness center/community room
Ivory Keys Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of historic former piano factory
Jackson Commons	8	8	Leased/Issued	No	Family - New construction of four-story building
Janus Highlands	8	8	Leased/Issued	No	Family units
Jewel Crossing, North Attleboro	8	8	Leased/Issued	No	Family - New construction; mixed income
Kaszanek House, Malden	8	8	Leased/Issued	No	Rehab of 11-unit SRO facility with a homeless preference
Kendrigan Place	8	8	Leased/Issued	No	Family - Rehab of existing six-story building
Kennedy Building Apartments, Hanover	4	4	Leased/Issued	No	Family - Adaptive reuse of old school building
Kensington Court @ Lakeville Station	8	8	Leased/Issued	No	Family units
KGH Phase 4	5	5	Leased/Issued	No	Family and Elderly/Disabled units
King Street	5	5	Leased/Issued	No	Supportive services
Kings Landing	78	78	Leased/Issued	No	Expiring Use Project - Family - 78 out of 108 EVs converted to PBVs
King's Lynne Apartments	176	176	Leased/Issued	No	Existing family housing
Knitting Mills	8	8	Leased/Issued	No	New construction
Lafayette Housing	8	8	Leased/Issued	No	Family units; 10 Congress Street, 3-13 Prince Street Place
Lawson Green Apartments	8	8	Leased/Issued	No	Elderly - new construction
Lenox Schoolhouse, Lenox	4	4	Leased/Issued	No	Age Restricted (55+ older) - Existing project changing from Assisted Living to 55 and older
Library Commons	5	5	Leased/Issued	No	Rehab/family units
Lincoln Hotel	63	63	Leased/Issued	No	Family units
Little Pond Place	4	4	Leased/Issued	No	New Construction/family

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Loft @ 30 Pines (formerly Heywood Wakefield 4)	8	8	Leased/Issued	No	Family - Substantial rehab of historic former mill
Loring Towers	8	8	Leased/Issued	No	Family units
Ludlow Mill, Ludlow	8	8	Leased/Issued	No	Age Restricted (55+ older) - Adaptive reuse of historic mill building
Lunenburg Senior Living	8	8	Leased/Issued	No	New construction/family
Lydia Square Apartments Phase 1	8	8	Leased/Issued	No	Elderly - new construction
Malden Mills Phase II	7	7	Leased/Issued	No	Family - Adaptive reuse of historic mill building into 62 units
Marion Village Estates/Front Street/Route 105	8	8	Leased/Issued	No	Family - New construction of two buildings/two stories
Marshall Place Apartments	8	8	Leased/Issued	No	Elderly/Disabled units
Mary Stone	8	8	Leased/Issued	No	Elderly - new construction
Mashpee Village Phase II	8	8	Leased/Issued	No	Family - Rehab of existing affordable housing; 51 garden-style buildings
Mashpee Wampanoag Housing	8	8	Leased/Issued	No	New construction, family housing, 30% AMI
Mason Square Apartments II	8	8	Leased/Issued	No	Family-new construction 2 & 3-BR
Mattapan Station 4%	6	6	Leased/Issued	No	Family - new construction 2 & 3-BR
Mattapan Station 9%	2	2	Leased/Issued	No	Family - new construction 2-BR
Mayhew Court	12	12	Leased/Issued	No	Family units
McCarthy Village/Whittlesey Village	12	12	Leased/Issued	No	Family - New construction of six duplexes on surplus housing authority land
Mechanic Mill	8	8	Leased/Issued	No	Rehab.
Mechanic Mill 2017	8	8	Leased/Issued	No	Substantial Rehab-Adaptive Reuse, Family units at 30%
Melpet/Route 134 Community Housing	7	7	Leased/Issued	No	Family - New construction of eight farmhouse-style buildings
Middlebury Arms	49	49	Leased/Issued	No	Expiring Use Project - Family - 49 out of 62 EVs converted to PBVs
Montello Welcome Home	8	8	Leased/Issued	No	Supportive Housing - Homeless preference; new construction of 20-unit building (+1-2units)
Montello Welcome Home II	8	8	Leased/Issued	No	New construction. Supportive housing services- homeless preference.
Moran Square Redevelopment	8	8	Leased/Issued	No	New construction/family
Morgan Woods/Pennywise Path	6	6	Leased/Issued	No	Family units
Moseley Apartments	6	6	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 30% AMI
Noquochoke Village	8	8	Leased/Issued	No	Family- New construction
North Bellingham Veterans Home	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; substantial rehab of legion post
North Square at the Mill District	8	8	Leased/Issued	No	New construction, family units at 30% AMI
North Village	134	134	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing; 12 townhouse-style buildings

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Northampton Lumber Yard Apts.	8	8	Leased/Issued	No	New Construction/family
Ocean Shores	8	8	Leased/Issued	No	Elderly/Disabled units
Old High School Commons	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Olmsted Green 100	8	8	Leased/Issued	No	New construction, family housing at 50% AMI
Olmsted Green Affordable Rental IV	8	8	Leased/Issued	No	Family-new construction 1, 2, 3-BR
Olympia Oaks	8	8	Leased/Issued	No	Family - New construction; 11 buildings
One Beach	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; four stories/elevator
Oscar Romero	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Outing Park I	94	94	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Outing Park II	81	81	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Oxford Ping on 3-4 Ping Street	4	4	Leased/Issued	No	Disabled - New construction of 10-story (w/elevator) building: PBV units reserved for disabled
PAC 10 Lofts Phase II	8	8	Committed	No	New construction/family/disabled
Paige Apartments	8	8	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include GED, parenting classes, employment training, financial management, referrals to other provider agencies
Palmer Cove	6	6	Leased/Issued	No	Family and Elderly/Disabled units, supportive services
Paradise Pond Apartments	8	8	Leased/Issued	No	Family units
Parcel 25 Phase 1A, Boston	8	8	Leased/Issued	No	Family - New construction; five-story, mixed-use building
Parcel 25 Phase II	8	8	Leased/Issued	No	New Construction/family
Parcel 8 & 9 Hamilton Canal District	8	8	Leased/Issued	No	Family - new construction 0 & 1-BR
Pelham House	3	3	Leased/Issued	No	Elderly/Disabled units
Pilot Grove Apartments II	7	7	Leased/Issued	No	Family - New construction of five townhouse buildings
Pine Woods	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Powderhouse Village	8	8	Leased/Issued	No	Elderly/Disabled units
Prichard Academy	2	2	Leased/Issued	No	Family - Rehab of two four-story buildings
Prospect Hill	4	4	Leased/Issued	No	Family units
Puerta de la Esperanza	27	27	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Putnam Green	8	8	Leased/Issued	No	Family units
Reed House Annex	8	8	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./158 Walnut Avenue	8	8	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./36 Edgewood Street	3	3	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./526 Mass. Avenue	7	7	Leased/Issued	No	Supportive services

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Residences at Yarmouth Gardens	8	8	Committed	No	New Construction/Family
Residences at Brighton Marine	8	8	Leased/Issued	No	New construction, family units 100% preference for veterans
Residences at Canal Bluff	3	3	Leased/Issued	No	Family units
Residences at Fairmount Station	6	6	Leased/Issued	No	New Construction/family
Residences at Stonybrook	4	4	Leased/Issued	No	Family units
Residences at Stonybrook Phase II	8	8	Leased/Issued	No	Family - New construction of seven townhouse-style buildings
Reviviendo	3	3	Leased/Issued	No	Units for homeless individuals; 105 Newbury Street, 105 Haverhill Street, 60 - 62 Newbury Street, 10 Jackson Terrace
Rice Silk Mill	5	5	Leased/Issued	No	Family units
River Street	4	4	Leased/Issued	No	New construction elderly (60+) 1-BR units at 30%
Robert Hill Way Senior Apartments	8	8	Leased/Issued	No	Elderly - new construction
RTH Riverway	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction of 10-story building
Ruggles Assisted Living	35	35	Leased/Issued	No	Supportive services
Russell Terrace	2	2	Leased/Issued	No	Units for homeless individuals
Sacred Heart	8	8	Leased/Issued	No	Elderly/Disabled units; 23 Hawley Street, 30 Groton Street, 32 Groton Street
Salem Harbor	4	4	Leased/Issued	No	Family units
Salem Heights	72	72	Leased/Issued	No	Family units
Salem Point LP/Harbor, Ward, Peabody Streets	7	7	Leased/Issued	No	Family units; 43, 57-59, 64 Harbor; 43 Ward; and 38 Peabody Street
Sally's Way	4	4	Leased/Issued	No	Family - New construction of six buildings on town-owned land (99-year lease)
Sanford Apartments	5	5	Leased/Issued	No	Family units
Saunders School Apartments	16	16	Leased/Issued	No	Supportive services
Senior Residences at Machon	8	8	Leased/Issued	No	55+ new construction
Shoe Shop Place	5	5	Leased/Issued	No	Family - Adaptive reuse of an old mill creating rental housing
Sirk and Chestnut Redevelopment	8	8	Leased/Issued	No	Existing housing rehab/family
Sirk Building	8	8	Leased/Issued	No	Family units
Sitkowski School	8	8	Leased/Issued	No	Elderly - Substantial rehab of former school
Southgate Place	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Green	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Row	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Spring Gate	181	181	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Hill	37	37	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Spring Meadow	52	52	Leased/Issued	No	Expiring Use Project - Family - 52 out of 98 EVs converted to PBVs
Squantum Gardens/The Moorings	39	39	Leased/Issued	No	Elderly/Disabled units
St. Joseph's Apartments	4	4	Leased/Issued	No	Family units
St. Joseph's Redevelopment	8	8	Leased/Issued	No	Family (3 units) and Disabled (5 units) - New construction of four-story, mixed-use building
St. Polycarp I	8	8	Leased/Issued	No	Family and Elderly/Disabled units
St. Polycarp-Phase II	8	8	Leased/Issued	No	Family units
St. Polycarp-Phase III	8	8	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - new construction of three-story building
St. Theresa Condo I	8	8	Leased/Issued	No	New construction/elderly
St. Theresa Condo II	8	8	Leased/Issued	No	New construction elderly
Stable Path Residences	5	5	Leased/Issued	No	Family - New construction of 10 buildings (2- and 3-bedroom townhouses)
Stage Coach Residences	6	6	Leased/Issued	No	Family (4 units) and Disabled (2 units) - New construction/surplus PHA land
Steven's Corner	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Sudbury	11	11	Leased/Issued	No	Family units; 41 Great Road, 56 Great Road, 11 Ford, 19 Greenwood, 10 Landham
Summerhill Glen	89	89	Leased/Issued	No	Expiring Use Project - Family - 89 out of 120 EVs converted to PBVs
Tapley Court	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Tenney Place Phase I	8	8	Leased/Issued	No	Family - New construction of two buildings
Tenney Place Phase II	8	8	Leased/Issued	No	New Construction/family
Terrapin Ridge	8	8	Leased/Issued	No	New Construction/family
Thankful Chase	5	5	Leased/Issued	No	Family and Elderly/Disabled units
The Flats @ 22 (formerly Standard Box Apartments)	5	5	Leased/Issued	No	Family and Disabled - Four units reserved for disabled; new construction/townhouse style
The Kendall	8	8	Leased/Issued	No	Existing SRO; six units at 50% AMI and two units at 30% AMI
The Residences at Salisbury Square	8	8	Leased/Issued	No	Family - New construction of affordable rental housing
TILL Building	5	5	Leased/Issued	No	Family units
Tri-Town Landing	8	8	Leased/Issued	No	Family - New construction on site of former drive-in
Tri-Town Landing I	8	8	Leased/Issued	No	Family units
Tri-Town Landing II	8	8	Leased/Issued	No	Family - New construction of three-story building; former drive-in
Twelve Summer Street	4	4	Leased/Issued	No	Family units
Union Crossing	8	8	Leased/Issued	No	Family units
Union Street Lofts	5	5	Leased/Issued	No	Existing/family housing

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Unity House	8	8	Leased/Issued	No	Family units; supportive services
Unquity House	139	139	Leased/Issued	Yes	RAD (Rent Supp) - Existing Elderly Housing - one high rise
Veteran's Supportive Housing/1323 Broadway Street	7	7	Leased/Issued	No	Supportive Housing - Homeless veterans; rehab of former nursing home
Veterans Park Apartments/Schoolhouse Green	8	8	Leased/Issued	No	Elderly/Disabled units
Village at 815 Main	5	5	Leased/Issued	No	Family units
Village at Hospital Hill	8	8	Leased/Issued	No	Elderly/Disabled units
Village at Hospital Hill II	8	8	Leased/Issued	No	Elderly/Disabled units
Village at Lincoln Park	3	3	Leased/Issued	No	Family - New construction on former amusement park site
Village at Lincoln Park Senior, Dartmouth	8	8	Leased/Issued	No	Elderly - New construction
Village Center/Haydenville	6	6	Leased/Issued	No	Family - Rehabilitation of seven scattered site buildings: 11, 13 South Main Street; 1 North Main Street; 148 Main Street; 12 Williams Street; 397 Main Road; Chesterfield
Village Green Phase I	6	6	Leased/Issued	No	Family - New construction of two, three-story buildings
Village Green Phase II	8	8	Leased/Issued	No	Family - New construction - Phase II - PBVs are at 30% AMI
Wadleigh House	7	7	Leased/Issued	No	Supportive services
Washington Square	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Washington Street SRO, Malden	4	4	Leased/Issued	No	Rehab of SRO facility (three-story building) preference for disabled
Washington Westminster House	8	8	Leased/Issued	No	New Construction/family
Water Mill (formerly Whitney Carriage)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Wells School Apts	8	8	Leased/Issued	No	Adaptive re-use
Westfield Hotel	5	5	Leased/Issued	No	Supportive services
Westhampton Senior	3	3	Leased/Issued	No	Elderly/Disabled units
Westhampton Woods/Senior Housing-Phase II	2	2	Leased/Issued	No	Elderly - New construction of four duplex buildings
Westport Village Apartments	12	12	Leased/Issued	No	Elderly/Disabled units
Whipple School Annex	8	8	Leased/Issued	No	Elderly/Disabled units
Wilber School	8	8	Leased/Issued	No	Family units
Wilkins Glen	82	82	Leased/Issued	No	Expiring Use Project - Family - 82 out of 103 EVs converted to PBVs
Winter Gardens	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Winter Street	13	13	Leased/Issued	No	Family - Workforce rental housing
Winthrop Apartments	8	8	Leased/Issued	No	Elderly - New construction of four-story building
Woods at Wareham	19	19	Leased/Issued	No	Expiring Use Project - Family - 19 out of 22 EVs converted to PBVs

Property Name	Number of Project-Based Vouchers		Status at End of FY 2022	RAD?	Description of Project
	Planned	Actual			
Worcester Loomworks 2	8	8	Leased/Issued	No	Family - New construction (55 units); former mill site
Yarmouth Green	7	7	Leased/Issued	No	New construction, family housing at 30% AMI
YMCA	30	30	Leased/Issued	No	Elderly/Disabled units; two units for homeless individuals
YWCA Market Street	4	4	Leased/Issued	No	Family - Rehab of an existing five-unit building plus a new addition for five units
Zelma Lacey Mishawum	20	20	Leased/Issued	No	Supportive services
Total: Planned and Actual Existing Project-Based	4,097	4,097			

Differences between the Planned and Actual Existing Number of Vouchers Project Based:

None.

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 2022. In total, in FY 2022 DHCD served 21,038 households through its HCV MTW program and 220 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	Number of Unit Months Occupied or Leased	Number of Households Served	Number of Households Served
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	0	0	0	0
MTW HCV Utilized	259,692	252,453	21,641	21,038
Local, Non-Traditional: Tenant-Based	7,680	1,520	640	127
Local, Non-Traditional: Property-Based	840	1,119	70	93
Local, Non-Traditional: Homeownership	0	0	0	0
Planned and Actual Totals	268,212	255,092	22,351	21,258

Differences between the planned and actual households served:

The leasing numbers for MTW HCV were lower than planned due to leasing challenges brought on by the COVID-19 pandemic and high rental prices throughout the region. DHCD continues to focus its efforts on increasing utilization of both MTW vouchers and Special Purpose Vouchers (SPVs),

including the newly awarded Emergency Housing Vouchers (EHVs) and additional awards of Mainstream and VASH vouchers, which include services and partnerships to support improved outcomes for participants. Additionally, many local housing authorities in the region were selecting from their waiting list during FY 2022 in order to increase and improve leasing outcomes, which increased the overall competition among voucher holders seeking to lease a limited number of affordable units in the region. Despite these challenges, overall leasing increased from FY 2021 to FY 2022.

The Local, Non-Traditional: Tenant-Based leasing numbers were significantly lower than planned due to two specific activities: Expanding Housing Opportunities and RAFT/ERMA.

- For the Expanding Housing Opportunities activity, 312 households were initially anticipated to be served as it was anticipated that relocation activity would commence during FY 2022; however, no households were able to be served during FY 2022 due to delays in construction resulting from the COVID-19 pandemic.
- The RAFT/ERMA program had substantially fewer than anticipated participants due to the additional funding sources that were made available during the fiscal year. DHCD had initially projected that 208 households would be served; however, many households were able to access alternative forms of funding and therefore did not need to access RAFT/ERMA MTW funds during 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	Number of Unit Months Occupied or Leased	Number of Unit Months Occupied or Leased	Number of Households Served	Number of Households Served
		Planned	Actual	Planned	Actual
Tenant-Based	Family Economic Stability Program (FESP), Activity 2000-1	600	732	50	61
Tenant-Based	Youth Transition to Success Program (YTTSP), Activity 2011-5	600	576	57	48
Tenant-Based	Expanding Housing Opportunities: Relocation Assistance, Activity 2018-1	3,744	0	312	0
Tenant-Based	Residential Assistance for Families in Transition (RAFT)/ERMA, Activity 2018-2	2,496	20	208	2
Tenant-Based	Massachusetts Student Housing Security Pilot, Activity 2020-1	240	192	20	16
Property-Based	Affordable Housing Preservation and Development Fund Activity 2018-9	840	1,119	70	93
Homeownership	N/A	0	0	0	0
Planned and Actual Totals		8,520	2,639	710	220

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)	73	881
Launch	15	180
A Better Life Program Model	35	416

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 experienced ongoing issues with unit availability, increasing rents, and low vacancy rates across the state. HCV participants are increasingly disadvantaged when searching for housing due to difficulty navigating the leasing process, discrimination from landlords, landlord unfamiliarity with the program, and difficulty finding appropriately sized units.
Local, Non-Traditional – FESP	Sixty-one households were assisted throughout the year, which exceeded the goal of 50 households. Due to the program's rolling admission policy and mid-year graduations, not all households were leased for the entire 12-month period.
Local, Non-Traditional – YTTSP	Forty-eight 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	COVID-19 related challenges and setbacks, as discussed in prior reports, resulted in delays to the originally planned schedule of these activities. Now that the Chelsea deal has closed and Somerville is approaching closing, the projects are on track to begin temporary relocation of residents and to achieve their benchmarks over the next several years of phased construction, ultimately preserving all 312 units of formerly distressed public housing.
Local Non-Traditional – RAFT/ERMA	<p>The demand for emergency rental/mortgage assistance continued to decline during the first six months of FY 2022. When DHCD introduced a new emergency rental assistance program using Treasury ERA funds in spring of 2021, renters were directed to that program and as a result the ERMA program began almost exclusively serving homeowners seeking mortgage assistance. In addition, given that the CDBG CARES funds budgeted for ERMA had a spending deadline, RAA staff were instructed to, when possible, access those funds rather than MTW funds to assist ERMA households. Lastly, the Massachusetts Homeowner Assistance Fund, another federally funded program, was launched partway through FY 2022, further reducing the need for ERMA. Given all these factors rendering the ERMA program somewhat obsolete, DHCD decided to terminate the ERMA program effective December 31, 2021.</p> <p>The nature of the RAFT/ERMA activity is to provide temporary assistance to households; therefore, households assisted under this activity are not served for the entirety of the fiscal year. As such, in order to calculate actual unit months leased during the fiscal year, DHCD multiplied the total households who received assistance by 60% to arrive at the total number of households served. Thirty-three total households received RAFT/ERMA assistance in FY2022, which equates to approximately 20 total unit months leased.</p>
Local Non-Traditional – Massachusetts Student Housing Security Pilot	DHCD committed scholarship funding for 20 students and awards were made to 16 in total during the course of FY 2022. Recruitment and enrollment challenges at the college level prevented full enrollment.
Local Non-Traditional – Affordable Housing Preservation and Development Fund	Construction is not yet complete for Balch Apartments or Lakeview Avenue Apartments; however, DHCD is on track to preserve the target number of units. For the purposes of determining number of households served for this activity, DHCD determined the total number of unit months leased across the BHA and CHA projects and divided by 12. Ninety-seven units in total have been preserved under this activity and 93 total households were served during FY 2022, as the CHA units were completed and became fully occupied midway through FY 2022.

C. Waiting List Information

i. Actual Waiting List Information

Table 6: Waiting List Information at Fiscal Year End

Waiting List Name	Description	Number of Households on Waiting List	Waiting List Status	Was the Waiting List Opened During the Plan Year?
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	Other	52,094	Open	No
Tenant-Based Local Non-Traditional MTW Housing Assistance Program: FES	Other	257	Open	No

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 174 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 RAA.
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, or be imminently employed (i.e., have offer letter or in negotiations with employer).

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.
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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	11
49% - 30% Area Median Income	8
Below 30% Area Median Income	1
Total Local, Non-Traditional Households Admitted	20

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
1 Person	NA	6,170	0	6,170	31%
2 People	NA	4,694	0	4,694	24%
3 People	NA	4,323	0	4,323	22%
4 People	NA	2,673	0	2,673	14%
5 People	NA	1,223	0	1,223	6%
6+ People	NA	664	0	664	3%
Total	NA	19,747	0	19,747	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

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
1 Person	31%	8,959	42%	11%
2 People	24%	5,229	25%	1%
3 People	22%	3,643	17%	-5%
4 People	14%	2,077	10%	-4%
5 People	6%	881	4%	-2%
6+ People	3%	503	2%	-1%
Totals	100%	21,292		

*Note that the actual number of households served as shown on Table 9 above may differ from the amount shown in Table 3 due to HUD's requirement for calculating Table 3.

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 (11%) in FY 2022 to the increases seen in FYs 2019, 2020, and 2021. This increase continues to be the result of the number of families aging in place.

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; whereas 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

MTW Activity Name and Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Local Definition of Self-Sufficiency
Family Economic Stability (FES) Program, Activity 2000-1	3	Graduation from the FES Program
Youth Transition to Success Program (YTTSP), Activity 2011-5	3	Graduation and completion of the program
Family Self Sufficiency (FSS) Program Enhancements, Activity 2012-5	128	Participants who graduated from the program
Support for the Secure Jobs Initiatives: Vouchers and Services, Activity 2018-3	40	Participants who have secured subsidized or market rate housing.
Support for the Secure Jobs Initiatives: Services Only, Activity 2018-4	215	Participants 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 wage.
A Better Life Program Model, Activity 2018-5	126	At least 35 hours of employment per week for an individual participant.
Launch, Activity 2019-1	79	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 wage.
Massachusetts Student Housing, Security Pilot 2020-1	0	Participants who graduate from college**
	0	Households Duplicated Across MTW Activities
	594	Total Households Transitioned to Self Sufficiency
<p><i>*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.</i></p> <p><i>**Students will not complete/graduate from this program for two academic years</i></p>		

III. Proposed MTW Activities

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

IV. Approved MTW Activities

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.

DHCD has updated the metrics in the approved activities to reflect HUD's guidance that *MTW PHAs are required to track all applicable "Standard HUD Metrics" under each implicated statutory objective for each MTW activity*. Accordingly, standard metrics which DHCD determined were not applicable to the identified statutory objective have been removed.

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,
- Are working at least part-time, are imminently employed, or 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 subsidy 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 annual 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 an 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 or utility payments, including internet access if enrolled in online 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 61 participating families during the fiscal year. Three (3) participants graduated during FY 2022 and thirteen (13) new families enrolled. Of the families participating in FES, 84% have savings, with an average savings of \$2,516, and 36% have accumulated escrow, with an average escrow of \$1,082. Ninety-two percent (92%) of participating families have earned income, representing an average earned income of \$38,856. Fifteen (15) households enrolled in education or job training during FY 2022. At the close of the fiscal year, three (3) new FES households were pending lease-up. The FES Program currently has a waitlist of 257 households.

The FES program continues to have a positive impact on program participants. Two participants' experiences in the FES program are described below:

- Participant S.J. enrolled into FES in April 2018. When she first enrolled in the program, she was making minimum wage, was severely rent burdened, and was unable to earn enough income to support her and her daughter. Since joining the FES program, her income has tripled, and she was able to obtain a position as a Clemency Data Coordinator for the National Council for Formerly Incarcerated Women and Girls. Additionally, S.J. utilized support budget funds available through FES to assist in transportation expenses, childcare, and educational expenses for her daughter, and was able to begin the process of repairing her credit. S.J. will be graduating from FES in April 2023. She has enrolled into a first-time homebuyer's workshop in the hopes of purchasing a home

once she has graduated and plans to utilize the savings and escrow funds accumulated during the program as a down payment for her forever home. S.J. has stabilized her household, and her future will be an amazing one with the assistance FES was able to provide.

- L.Q. enrolled in September 2016 and completed the program in August 2022. While in FES, L.Q. participated in professional development courses sponsored by her employer at the local community college and as a result was promoted to a leadership role within her company. Her salary increased by more than \$9,000. L.Q. focused on savings and credit while in the program and increased her credit score by 119 points (from very poor to fair) and increased her savings from \$956 to \$2,300. In addition, L.Q. earned \$3,200 in matched savings funds, and \$5,700 in Rent Escrow. Her total financial asset base at graduation is \$11,200. L.Q. plans on using these funds to stabilize her household for the next 6 months, and complete the first-time homebuyer's workshop, in order to use her savings and escrow as a down payment on a home. L.Q. plans to stay in her current apartment until she becomes a homeowner.

As a result of the COVID-19 pandemic, DHCD implemented its emergency hardship policies. In FY 2022, five (5) households requested and were approved to use escrow funds to make payments for essential expenses such as rent and/or utility payments. Additionally, two (2) households requested a program extension for an additional six months due to a loss of earned income; however, they were not approved. No other hardship requests were received.

Actual Non-Significant Changes

No non-significant changes were made during FY 2022. DHCD continues to consider expansion of the FES program to include other regions within DHCD's jurisdiction.

Actual Changes to Metrics/Data Collection

DHCD has removed the following metrics:

- CE #4 Increase in Resources Leveraged: DHCD does not leverage funds in connection with this activity and does not consider this metric applicable.
- SS #6 Reducing Per Unit Subsidy Costs for Participating Households: Subsidies provided under this activity are not linked to income but rather are reduced as a function of time in the program. As such, reporting on subsidy does not reflect the success of this activity.
- SS #7 Increase in Agency Rental Revenue: Tenant rent is not a function of changes in income. The tenant pays the remaining portion of the rent that is not covered by the fixed subsidy. Accordingly, reporting on this metric does not reflect the success of this activity.
- HC #5 Increase in Resident Mobility: DHCD has removed this metric as increasing resident mobility is not a goal of the FES program and does not reflect on the supports provided in the FES program.
- HC #6 Increase in Homeownership Opportunities: The supports and services provided under the FES program do not include a focus on homeownership and as such, this metric has been removed. Please note that participating FES program families may ultimately purchase homes; however, it is not a goal of the program.

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).	\$18,937	\$27,957	\$38,856	Yes
<i>SS #2: Increase in Household Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Average amount of escrow of households affected by this policy in dollars (increase).	\$0.00	\$1,150	\$1,082	No
Average amount of savings of households affected by this policy in dollars (increase).	\$0.00	\$381	\$2,516	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	8% of participants	
Employed Part-Time or Full-Time	85 participants	40 participants	56 participants	Yes
	99% of participants	80% of participants	92% of participants	
Enrolled in an Educational Program or Job Training**	0 participants	4 participants	15 participants	Yes
	0% of participants	8% of participants	25% of participants	
*Baseline numbers represent data from program implementation at which time two agencies administered the FES program. One agency now 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	61 households	Yes
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	10 households*	3 households	No
*Self-sufficiency is defined as graduation from the FES Program.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

The average escrow balance and number of households transitioning to self-sufficiency were lower than projected during FY2022. This is due to a large number of participants graduating the program in FY2021 and new participants enrolling. Additionally, the hardship policies implemented due to the COVID-19 pandemic enabled participants to withdraw escrow funds to make payments for essential expenses such as rent and/or utility payments, resulting in a lower overall average escrow balance.

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 2022, 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

- DHCD removed CE #1 and CE #2 – Agency Cost Savings and Staff Time Savings: Neither cost nor time savings are intended outcomes of this activity. Allowing DHCD the flexibility to provide exception payment standards as a reasonable accommodation allows disabled households to move to more appropriate units to meet their disability-related needs.

Metrics

HC #5: Increase in Resident Mobility*				
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 households	Yes
<i>*These metrics include payment standard exception requests that were granted as a reasonable accommodation. DHCD has no control over the number of RA payment standard requests made by program participants from year to year.</i>				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

Although the outcome for this activity is less than the benchmark, 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 made by program participants from year to year. Therefore, DHCD considers the approval of these two requests as having achieved the activity's goal and metric of enabling households to move to a better unit and/or neighborhood of opportunity.

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 2022, DHCD provided incentives to one (1) owner for one (1) unit. One (1) new A grade unit was added, and one (1) new owner was added to the HCV Program in FY 2022 as a result of the activity. No new accessible units were brought on to the program in FY 2022. DHCD will continue to explore 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>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of	0 households	5 households	1 household	No

opportunity as a result of the activity (increase).				
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Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

New owner participation was less than anticipated in FY 2022 as the economic/health emergency caused by the COVID-19 pandemic impacted owners' ability to upgrade units as well as 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

Due to time constraints and competing priorities, DHCD did not complete the local versions of the HCV Tenancy Addendum, the Project Based Tenancy Addendum, or 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 2022.

Actual Changes to Metrics/Data Collection

- CE #1 Agency Cost Savings and CE #2 Staff Time Savings methodologies were modified, as it is not feasible to track the cost and time savings of each local form adopted under this activity. Accordingly, DHCD used an average time savings for local forms as 0.25 hours and multiplied that time savings by the number of households in the program. Hourly rates will be updated in each annual plan and used to calculate report outcomes. The baseline and benchmarks have been updated to reflect this revised methodology.

Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Total Cost Prior to Implementation: \$243,302	Total Cost: \$121,651	Total Cost: \$115,882	Yes
	Number of Assisted Households: 22,351	Number of Assisted Households: 22,351	Number of Assisted Households: 21,292**	
	Total Time per Form: 0.5 hours	Total Time per Form: 0.25 hours	Total Time per Form: 0.25 hours	
	Avg. Hourly Rate: \$21.77	Avg. Hourly Rate: \$21.77	Avg. Hourly Rate: \$21.77	
*Baseline and benchmark reflect the revised metric methodology implemented in FY 2022				
**Represents the number of households served as reported in Table 9. Note that the actual number of households served as shown in Table 9 may differ from the amount shown in Table 3 due to HUD's requirement for calculating Table 3.				

CE #2: Staff Time Savings				
Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total staff time required prior to implementation: 11,176 hours Number of Assisted Households: 22,351 Total Time per Form: 0.5 hours	Total staff time required after implementation: 5,588 hours Number of Assisted Households: 22,351 Total Time per Form: 0.25 hours	Total staff time required after implementation: 5,323 hours Number of Assisted Households: 21,292** Total Time per Form: 0.25 hours	Yes
<i>*Baseline and benchmark reflect the revised metric methodology implemented in FY 2022</i>				
<i>**Represents the number of households served as reported in Table 9. Note that the actual number of households served as shown in Table 9 may differ from the amount shown in Table 3 due to HUD's requirement for calculating Table 3.</i>				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

None.

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 2020

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. These communities have historically been "off-limits" to voucher holders due to market and administrative restrictions. Through SNO Mass, DHCD is increasing housing choice for its voucher holders.

Existing participants and/or voucher holders interested in moving into opportunity neighborhoods are provided with counseling both before and after the move through the participating RAAs. Participating households are eligible for security deposit assistance (up to one month's contract rent), plus up to \$2,500 for other allowable expenses to assist them both with their move and with accessing services and educational and extracurricular activities for their children in their new neighborhood.

SNO Mass is now offered at all RAAs statewide with SNO Mass program staff available at each RAA. In FY 2022, DHCD continued to focus outreach and support on existing voucher holders; however, anticipates that the program may be expanded in future fiscal years to offer services to new voucher holders at initial voucher issuance.

Impact

In FY 2022 the SNO Mass program continued to operate statewide, following the program's expansion in FY 2021. The program is offered at all RAAs statewide with SNO Mass-dedicated program staff available at each RAA. DHCD has increased SNO Mass staffing at RAAs with larger populations of eligible families in order to support expansion of outreach activities. As of the end of FY 2022, all eligible families in the state had been notified about the opportunity to participate in SNO Mass.

Due to the COVID-19 pandemic, recruitment of staff and SNO Mass participants was initially slower than anticipated and the availability of affordable units in Opportunity Areas was also impacted. However, despite these challenges, outreach and recruitment efforts increased in FY 2022. As a result of these efforts, RAAs provided program orientation to 263 interested households, provided counseling to 185 households, and enrolled and engaged 116 households in housing search. Of these households, 42 successfully leased a unit in an Opportunity Area, exceeding the program goals and benchmarks set for FY 2022.

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, as illustrated in the stories below:

- With the help of SNO Mass, a single mom with two teenage boys and a six-year-old granddaughter was able to move to the town of Rockland this past winter. The participant had nothing but wonderful things to say about the experience. The children have made friends, and the granddaughter is playing soccer. The mother's work commute is now much shorter, and she is able to more easily manage working full-time and being in school full-time compared with her previous location. The landlord has been quick to respond and even added additional safety measures to make the family feel more comfortable in the home.

- SNO Mass also helped a family of four (mother, father, and two children) relocate to Hingham in the fall of 2021. The family enjoys having a backyard where the children can play, as they had never had an outdoor space to use before. The children have quickly made friends in the neighborhood. The family has encountered some transportation issues since their move, but they accessed SNO Mass funds to help pay for a car repair. The landlords of the unit are particularly welcoming. They brought the family a pie on Thanksgiving. The landlords have also had such a positive experience with SNO Mass that they reached out to the Mobility Specialist to share that they're looking for additional properties to purchase in town with the hopes of providing more rental properties to SNO Mass families. They will be renewing the lease with this family in the fall so the family will continue to enjoy the benefits of their new community.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

DHCD did not expect the same volume of interest in FY 2022 as with the initial outreach effort to existing participants in FY 2020 and FY 2021. As a result, DHCD modified benchmarks for HC #5 and HC #7 in FY 2022.

Metrics

HC #5: Increase in Resident Mobility				
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	42 households	Yes
<i>*While RAAs planned to provide orientation to 160 households, DHCD expected only 40 households would move/lease up a unit in a better neighborhood as a result of the program.</i>				
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 households	160 households	263 households	Yes
<i>*RAAs expected to provide outreach and information on the program to 160 households.</i>				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

The high cost of living and high rental market continues to be a challenge for SNO Mass participants. The increased rental prices and shortage of rental units has impacted the number of available units in identified Opportunity Areas.

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 from 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.

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 continues to benefit from overall cost and 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 increased approximately 2% from FY 2022. While, the pandemic was still a significant factor impacting households' economic and financial security during FY2022, by the end of FY 2022 certain economic indicators showed improvements.

No households requested a hardship exemption from the interim limit in FY 2022

Actual Non-Significant Changes

No non-significant changes were made

Actual Changes to Metrics/Data Collection

The following metrics were removed:

- CE #1: Agency Cost Savings: conducting biennial and triennial recertifications will take less time; however, it will not result in cost savings as staff time was re-purposed. No positions were eliminated.
- SS #1: Increase in Household Income: while multi-year recertification frequency provides that households do not have rent increases as often, the activity does not provide services or supports to increase household income. Average income may increase from year to year; however, DHCD does not feel that this activity is the motivating force for those increases.
- SS #3: Increase in Positive Outcomes in Employment Status: the multi-year recertification activity does not provide any type of case management or supportive services to increase outcomes in employment status.
- SS #4: Households Removed from Temporary Assistance to Needy Families (TANF): the multi-year recertification activity does not provide any type of case management or supportive services to encourage employment and transition off of public assistance. The number of households on TANF may decrease from year to year; however, DHCD does not feel that this activity is the motivating force for those changes.
- SS #8: Households Transitioned to Self-Sufficiency: the multi-year recertification activity does not provide any type of case management or supportive services to encourage increases in household income and the resulting decrease in subsidy. The number of households who leave the program due to zero HAP may increase from year to year; however, DHCD does not feel that this activity is the motivating force for those changes.

Metrics

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CE #2: Staff Time Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total Time Spent on Activity Prior to Implementation: 50,745 hours	Anticipated Total Time Spent on Activity in FY 2022: 18,659 hours	Total Time Spent on Activity in FY 2022: 19,098 hours	Yes.
	Number of vouchers: 20,298	Anticipated Number of Recertifications: 8,293	Actual Number of Recertifications 8,488	While the number or recertifications completed were more than planned, the time savings per recertification were still achieved.
	Time per Recertification: 2.5 hours	Time per Recertification: 2.25 hours	Time per Recertification: 2.25 hours	
*Accounts for time savings from Biennial/Triennial Recertifications and Rent Simplification.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

None.

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

Plan Year Approved, Implemented, Amended

Approved FY 2011 and implemented FY 2013. Amended in FY 2021.

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.

During periods of economic/health/natural disaster emergencies as declared by the Governor or his/her designee, the following activity changes 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 online enrollment requirements of their educational institution, and/or the enrollment requirements of their job training program, DHCD will waive enrollment in an education or job training program 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 and utility payments, including internet access if enrolled in online 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 2022 DHCD served a total of 48 households with three (3) participants graduating. Participants in YTTSP and College Track make tremendous strides towards self-sufficiency while in the program. DCF staff report that they develop independent living skills faster than their peers who remain in group living

settings, and as a result are better prepared for life after college. The experience of one FY 2022 graduate illustrates these points:

- IC enrolled in the YTTSP after participating in the FUP AOP program. At the time she joined YTTSP, she was enrolled in a community college, working towards her Associate's degree. IC successfully completed her AA, and transferred to a four-year college, where she earned her Bachelor's degree in Communications in May 2022. She maintained good grades throughout her educational career and worked with the career services staff at the college to seek employment in the communications field as she is interested in producing and working in a production capacity. IC plans to continue taking classes to pursue her theater interests after graduation. She will continue to live in her current apartment, and her landlord has expressed having a great experience with IC as a tenant. IC maintained a savings account while in the program and earned \$2,400 in savings match upon graduation.

No households requested hardship exemptions in FY 2022.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- Metrics have been updated to reflect anticipated participation levels in FY 2022.
- SS #1: Increase in Household Income: This metric was modified to reflect households who are from other agency referrals where employment is a goal. For college and FUP AOP referrals, completion of education is the main program goal and as such, they will not be included in this metric.
- SS #3: Increases in Positive Outcomes in Employment Status: This metric was modified so that Employment and Unemployment reflect only those households from other referral sources and the Education/Job Training portion of this metric will reflect only FUP AOP and college track referrals. In this way the metrics better align with the specific program goals.
- HC #7: Households Assisted by Services that Increase Housing Choice: This metric has been removed. The services provided under this activity do not impact housing choice but instead impact education, job training and employment.

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	\$439,650	\$389,500	No
<i>*This number is tied to the number of participants</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	\$25,000*	\$44,299	Yes
<i>*Benchmark reflects only those participants from other agency referrals</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	\$8,042	Yes
*The benchmark and outcome reflect only FUP AOP and college track referrals.				
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark*	Outcome*	Benchmark Achieved?
Enrolled in an Educational Program or Job Training	7 participants	20 participants	19 participants (out of 27 total)	No
	100% of participants	83% of participants	70% of participants	
Unemployed	0 participants	5 participants	6 participants (out of 21 total)	No
	0% of participants	22% of participants	29% of participants	
Employed Part-Time or Full-Time	7 participants	18 participants	15 participants (out of 21 total)	No
	100% of participants	78% of participants	71% of participants	
*For education and job training, the benchmark and outcome reflect only FUP AOP and college track referrals. For employment and unemployment, benchmark and outcome reflect only those participants from other agency referrals.				
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	43 Households	48 households	Yes
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	3 households	Yes
*Self-sufficiency is defined as graduation from the YTTS Program.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

The COVID-19 pandemic continued to have an impact on the ability of program participants to access and maintain steady employment, job training, and/or educational opportunities during FY 2022. Additionally, YTTSP College Track participants struggled to find units in close proximity to their academic institutions, and often decided to give up the subsidy and find other housing options.

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

The total number of households who received a utility allowance in FY 2022 increased by 5% from the prior year, and the overall percentage of all households who received a utility allowance increased from 79% to 81%. The average utility allowance for households who received a utility allowance during FY 2022 was \$111.

In FY 2022, DHCD received six (6) reasonable accommodation requests for an additional utility allowance, of which three (3) were approved.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

CE #1 and CE #5 have been updated to reflect the revised electricity allowance.

Metrics

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$31,476,912	\$23,409,544	\$22,877,444	Yes
*Represents total utility allowances.				

<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).	Total staff time prior to implementation: 2,256 hours Time required to calculate UA: 8 minutes Number of UA calculated in FY 13: 16,919	Anticipated total staff time after implementation: 1,491 hours Time required to calculate UA: 5 minutes Anticipated number of UAs: 17,894	Total staff time after implementation: 1,433 hours Time required to calculate UA: 5 minutes Actual number of UAs: 17,195	Yes
<i>CE #3: Decrease in Error Rate of Task Execution</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	10%	4%	10%	No
<i>CE #5: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$382 per household in FY 2014	\$323 per household	\$392 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

During FY 2022 the number of Quality Control reviews conducted decreased due to the difficulties in accessing files and other administrative difficulties due to the COVID-19 pandemic. The error rate decreased by 1% from FY 2021; however, it remains higher than the benchmark target, in part due to the decrease in the file sample size.

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 2022, DHCD added one (1) additional development to its expiring use inventory: 138 units at Loring Tower in Salem. To date, DHCD has ten expiring use contracts with a total of 684 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.

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*	1,509 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 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 small grants to FSS participants with little or very low amounts of escrow (less than \$300) to address financial barriers to employment as well as incentive payments 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 FY22 DHCD implemented the FSS Homeownership Track to provide focused, high-quality support and education for FSS participants with the goal of preparing for homeownership. DHCD provided additional funding to hire staff to recruit, enroll, and coach both new participants and existing FSS participants (already under contract) interested in more intensive support to help reach their goals. At the close of FY 2022, 140 participants had enrolled in the FSS Homeownership Track. The FSS Homeownership program includes a Matched Savings option for higher income FSS families who may not accumulate significant escrow, but

who are able to save their own funds. DHCD will match those savings 4:1, up to a maximum of \$12,000, for use as a down payment or closing costs. Participants in the Matched Savings Program will be able to accrue escrow in the event that their earned income increases.

FSS participants also had access to professional employment and education planning resources: MassHire Career Partnerships and the Credential to Career (C2C) Workshop Series. The former is a partnership between DHCD and the Executive Office of Labor and Workforce Development (EOLWD) and local Workforce Investment Boards. The latter is a training series offered by One Family Inc., a non-profit with extensive experience working with our shared target populations. More than 130 FSS households participated in these programs. Twenty-nine percent of the Career Center participants obtained new employment with an average hourly wage of \$17.28. Credential to Career participants attended a 12-week intensive career and education planning workshop series and will receive twelve months of follow-up coaching and support. Sixty-six percent of the participants from the first C2C cohort from FY 2022 have found a new job or have enrolled in education and training. For example, one participant completed a training program to become a doula, another enrolled in an associate degree program at a nearby Community College, and another participant enrolled at Massachusetts Maritime Academy. Since then, graduates from the other cohorts have enrolled in school or training programs, started small businesses, and secured new jobs and promotions.

In FY 2022, 265 households joined the FSS Program and 128 households graduated. DHCD provided 20 FSS graduating households with a \$5,000 homeownership incentive payment in FY 2022. 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 2022 achievements are outlined below.

- 128 households graduated from the FSS program in FY 2022
- 115 graduating households graduated from the program with escrow funds (90% of all graduates)
- 20 FSS households purchased a home.
- 138 households were enrolled in education/training programs

Some of the FSS success stories for FY 2022 are summarized below:

- A newer participant has utilized the FSS program and its resources to help her achieve her goal of becoming a nurse. This participant accepted a referral to the Credential to Career course with One Family, began working in a hospital setting on a psychiatric unit, and has applied for the One Family Scholars program. Additionally, she applied for and was accepted into a pre-nursing program at a local community college and worked with the FSS program to obtain JUMPSTART funds to assist with payment for her summer class. After years of barriers, this client cites her past as motivation for her future and is well on her way to becoming a nurse!
- Participant C.T. was able to also obtain a nursing degree and license during her participation in the program. She has utilized her nursing degree to travel on nursing assignments battling the COVID-19 pandemic. She graduated the FSS program in January 2022.
- Participant S.M. is a small business owner who successfully completed the FSS Program in September 2021 and graduated with an escrow balance of over \$9,000, which she utilized to purchase the home that she had previously leased with her Section 8 voucher.

- Another participant had no earned income when she first joined FSS in 2019. Soon after, she started a job and began to escrow. Several months later she obtained a new higher-paying job and increased her salary by 40%. Due to the pandemic, her voucher was extended for an additional 6 months, during which time she attended the Money Matters workshop and the Credit Builder Loan program. She was able to increase her credit score, pay down debt, and save towards her dream of homeownership. She also enrolled in a Master's degree program at a local university. She graduated from FSS in November 2021 with \$25,000 in escrow, which she utilized to purchase a home in her dream neighborhood.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

SS #6 and SS#7 were updated to reflect the anticipated changes as a result of the planned increase in the other electricity utility allowance.

Metrics

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).	\$20,554	\$24,478	\$34,423	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 escrow of households affected by this policy in dollars (increase).	\$0.00	\$4,341	\$6,765	Yes
SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	501 participants	234 participants	236 participants	No
	57% of participants	26% of participants	31% of participants	
Employed Part-Time or Full-Time	372 participants	666 participants	522 participants	No
	43% of participants	74% of participants	69% of participants	
*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	76 households	No
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 households	915 households	Yes
<i>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</i>				
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	\$1,018	\$1,252	No
<i>SS #7: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$388 FY 2014	\$492	\$592	Yes
<i>*Represents Average Tenant Rent to Owner.</i>				
<i>SS #8: Households Transitioned to Self Sufficiency*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	60 households	128 households	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

The COVID-19 pandemic continued to have an impact on the ability of program participants to access and maintain steady employment, job training, and/or educational opportunities during FY 2022. Despite these challenges, FSS new participant enrollments increased by almost 40% in FY 2022 from the prior fiscal year; however, as a result of the increase in newer households joining the program, the overall number of households who were unemployed and/or receiving TANF assistance was higher than projected. DHCD anticipates engaging these families with the employment and career planning/ education resources available to our FSS families and voucher holders.

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.
- Exclusion of 100% of income received from DHCD reviewed and approved guaranteed income programs which is paid to support financial stability and economic equality.

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 2022. These two rent simplification changes are still planned; however, an implementation schedule has not yet been completed.

DHCD continued to experience time and cost savings in FY 2022 as a result of the biennial/triennial recertifications component of this activity. DHCD completed more recertifications than anticipated due to the increase in overall voucher utilization; however, time and cost savings were still realized.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- DHCD has updated the benchmarks to reflect anticipated outcomes for FY 2022.
- DHCD has removed the metrics below as they are not applicable in the context of this activity. There are no supportive services or case management features which are part of this activity. The outcomes reported in the metrics below are not as a result of rent simplification and as such, do not reflect on the effectiveness of this activity. For example, while household earned income may increase from year-to-year, the increases experienced are not as a result of the features of this Rent Simplification activity. Please note that on a number of the metrics below, DHCD has stated its contention of inapplicability at the onset of the activity. Metrics removed:
 - HC #5: Increase in Resident Mobility
 - SS#1: Increase in Household Income
 - SS #3: Increase in Positive Outcomes in Employment Status:
 - SS #4: Households Removed from TANF
 - SS #5: Households Assisted by Services that Increase Self-Sufficiency
 - SS #6: Reducing per Unit Subsidy Costs for Participating Households
 - SS #7: Increase in Agency Rental Revenue
 - SS #8: Households Transitioned to Self-Sufficiency

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Total Cost of Activity Prior to Implementation: \$922,037 Number of vouchers: 20,298 Time per Recertification: 2.5 hours Average Hourly Staff Rate: \$18.17	Anticipated Total Cost of Activity: \$406,212 Anticipated Number of Recertifications: 8,293 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$21.77	Total Cost of Activity: \$415,764** Number of Recertifications: 8,488 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$21.77	Yes. While there were more recertifications completed than planned due to higher utilization, the time savings per recertification were still realized.
*Baseline represents the metrics used when this activity was initially proposed.				
**Accounts for cost savings from Biennial/Triennial Recertifications and Rent Simplification.				
<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).	Total Time Spent on Activity Prior to Implementation: 50,745 hours Number of vouchers: 20,298	Anticipated Total Time Spent on Activity in FY 2022: 18,659 hours**	Total Time Spent on Activity in FY 2022: 19,098 hours** Number of Recertifications:	Yes. Total time exceeded benchmark, however time per

	Time per Recertification: 2.5 hours	Anticipated Number of Recertifications: 8,293 Time per Recertification: 2.25 hours	8,488 Time per Recertification: 2.25 hours	recertification is still an overall 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>				
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease)	21% Average error rate for income and rent errors	19%	28%	No
CE #5: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Increase in agency rental revenue in dollars (increase)	\$382	\$308	\$392	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

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 challenge of accessing files for Quality Control reviews during the COVID-19 pandemic.

Activity 2018-1: Expanding Housing Opportunities: Relocation Assistance

Plan Year Approved, Implemented, Amended

Approved FY 2018, planned implementation FY 2021.

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 state-aided public housing. The Chelsea project achieved financial closing in May 2022, and DHCD anticipates that the Somerville project will achieve financial closing on Phase 1A in October 2022. It is expected that relocation and construction for both projects will begin in FY 2023.

Impact

While DHCD anticipated construction would start as early as 2020 in earlier plans, the Chelsea and Somerville projects have both been delayed by the COVID-19 pandemic and the ensuing volatility in the financial, rent, and commodity and construction markets. As rents recovered from the pandemic and financial markets got back on track, both projects stabilized and closed or advanced toward closing.

The Chelsea project closed with all funders in May 2022. CHA began relocation to other CHA properties in advance of that date and began offsite relocation just after the end of FY 2022. As of mid-July, only 11 families remained onsite, and the project was on track for the start of demolition in September.

The Somerville project is on track to close on Phase 1A in October 2022. Phase 1A involves the demolition of 72 public housing units and the building of 168 units, of which 130 represent public housing replacement units and 38 represent net-new affordable housing units. Relocation for Phase 1A of the Somerville project will begin in FY 2023 and is expected to be completed by the closing date.

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	0	312	0	No

(increase). If units reach a specific type of household, give that type in this box.				
HC #4: Displacement Prevention				
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 prior reports, resulted in delays to the originally planned schedule of these activities. Now that the Chelsea deal has closed and Somerville is approaching closing, the projects are on track to achieve their benchmarks over the next several years of phased construction and ultimately preserve all 312 units of formerly distressed public housing.

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 in 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 (CDBG 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 2022, ERMA MTW funds were used to provide emergency financial assistance to 33 households, including 31 homeowner households and 2 renter households. The average award amount was \$5,114, and the median award amount was \$4,527. In FY 2022, approximately \$187,000 in MTW funds (\$157,000 in direct client assistance and \$30,000 in administrative fees) were used to support this activity.

The demand for ERMA assistance continued to decline during the first six months of FY 2022. When DHCD introduced a new emergency rental assistance program using Treasury ERA funds in spring of 2021, renters were directed to that program and, as a result, the ERMA program began almost exclusively serving homeowners seeking mortgage assistance. In addition, given that the CDBG CARES funds budgeted for ERMA had a spending deadline, RAA staff were instructed to, when possible, access those funds rather than MTW funds to assist ERMA households. Lastly, the Massachusetts Homeowner Assistance Fund, another federally-funded program, was launched partway through FY 2022, further reducing the need for ERMA.

Given all these factors rendering the ERMA program somewhat obsolete, DHCD decided to terminate the ERMA program effective December 31, 2021. The RAFT/ERMA activity will remain open for the time being while DHCD assesses future needs and resources.

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 2022 report. Specifically, in addition to providing assistance for rental and mortgage arrears, under this activity, DHCD also provided assistance for homeownership expenses such as property taxes, condo fees, and insurance. Eligible low-income households could receive financial assistance of up to \$10,000 in any 12-month period; however, as funding was available and where the COVID-19 pandemic existed for a prolonged period of time, DHCD reserved the right to increase the \$10,000 assistance limit.

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

Actual Changes to Metrics/Data Collection

Benchmarks were adjusted to reflect the impact of anticipated alternate sources of funding and the increased maximum benefit amount on the number of households which DHCD could serve through this activity.

Metrics

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box	0	500	33	No
<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.	0	500	33	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>				
<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	500	33	No
<i>*DHCD does not feel that this metric is applicable to this activity because the funding is not used to increase housing choice; rather 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 2022, forty (40) vouchers were leased to Secure Jobs participants.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- The benchmark for funds leveraged was updated to reflect FY 2022 funding commitments from the Department of Transitional Assistance.
- HC #5: Increase in Resident Mobility: DHCD removed this metric as it is not a focus or anticipated outcome for this activity. Rather this activity is focused on job training and placement. Reporting on moves does not speak to the effectiveness of this activity.

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	\$85,106	\$469,200	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	\$29,195	Yes
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Unemployed	21	24	20	Yes
	86%	60%	50%	
Employed Part-Time or Full-Time	4	16	20	Yes
	14%	40%	50%	
Enrolled in an Educational Program or Job Training	Not available	6	6	Yes
	Not available	15%	15%	
*Represents work-able households				
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	11	7	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	40 households	40 households	Yes
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).	\$1,264	\$1,264	\$1,474	No
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$150	\$150	\$444	Yes
*Represents Average TTP.				
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	40 households	40 households	Yes
*Self-sufficiency is defined as participants who have secured subsidized or market rate housing.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

All benchmarks were achieved, with the exception of the average Section 8 subsidy amount. The higher subsidy amount is likely a reflection of rapidly increasing rents in Massachusetts (since the average tenant rent share barely changed from FY 2021 to FY 2022).

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.

Currently, there are executed contracts with 8 partnering agencies who provide services to SJI participants. Funding is anticipated to continue through FY 2024.

Impact

In FY 2022, the eight partner agencies served a total of 881 SJI participants. Of these, 397 enrolled in SJI for the first time during FY 2022, and those are the participants reported on in the Metrics section below.

Thanks to an increase in state funding for Secure Jobs in FY 2022, providers were able to hire new staff, enhance services to support improved employment outcomes, and increase flexible funds allocations. The provision of flexible funds (for expenses like transportation and professional certification fees) has been and continues to be a hallmark of the Secure Jobs Initiative. As the program grows, DTA, in partnership with DHCD, continues to prioritize flexibility for participants and alignment between housing and employment services.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- The benchmark for funds leveraged was updated to reflect FY 2022 funding commitments. Additionally, the definition of self-sufficiency and benchmark were updated in SS #8 to better align with the intended outcome of this activity.
- DHCD removed the two metrics below as the participants in this program do not receive a Section 8 subsidy.
 - SS #6: Reducing Per Unit Subsidy Costs for Participating Households
 - SS #7: Increase in Agency Rental Revenue
- HC #5: Increase in Resident Mobility: DHCD removed this metric, as it is not a focus or anticipated outcome for this activity. Rather this activity is focused on job training and placement. Reporting on moves does not speak to the effectiveness of this activity.

Metrics

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$1,914,894	\$4,656,814	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	\$28,089	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	630	540	160	Yes
	74%	60%	40%	
Employed Part-Time or Full-Time	177	360	237	Yes
	22%	40%	60%	
Enrolled in an Educational Program or Job Training	642*	135**	154	Yes
	78%	15%	39%	
*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	92	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	397 households	No
*Does not reflect the 40 SJI participants who were provided Housing Choice Vouchers.				
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	360 households	215	No
*Self-sufficiency is defined as participants 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 wage.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

As noted, 881 SJI participants were served in FY 2022. However, the metrics above only include participants who enrolled in SJI for the first time during FY 2022. The benchmarks will be adjusted in future Plans to more accurately reflect anticipated outcomes for this activity.

Although only 215 households were transitioned to self-sufficiency compared with the target of 360 households, the *percentage* of households served who transitioned to self-sufficiency was actually higher than the goal (54% compared with 40%).

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” (ABL) Program Model activity. The ABL program serves eligible families in state-aided public housing developments and is intended to provide participants with skills necessary for meaningful employment and to effectively remove barriers to obtaining self-sufficiency. There are four main program components: work/participation requirements, comprehensive case management, community partnerships with local service providers, and an escrow incentive.

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 ABL program at their state-aided public housing developments. In FY 2019, DHCD awarded three of the four LHAs (Gloucester, New Bedford, and Taunton) implementation grants.

MTW Block Grant service dollars have gone to support Family Life Coaches at the three LHAs who conduct outreach to residents, inform them about the program requirements and benefits, and help them set personal goals in the areas of employment, education, family health and stability, and asset building. MTW funding is also used to cover expenses that will help participants pursue their employment goals (e.g., drivers’ education, training and certification fees). LHAs are leveraging existing relationships with local service providers and using the ABL grant to partner with new ones.

The work requirement component of ABL was not enforced during the pandemic. In the spring of 2022, DHCD worked in collaboration with the LHAs to revise the ABL requirements to make program compliance more attainable for residents; the revised policies will take effect in FY 2023.

Impact

In FY 2022, ABL services were provided to 534 participants (416 unique households) of which 80 participants (51 households) were new enrollees in FY 2022. Of these participants, 47% were employed compared with 33% the previous year. The average earned income and average amount of savings/escrow also increased from FY 2021 to FY 2022.

ABL coaches worked diligently to support participants during the height of the pandemic and are now helping participants once again make progress toward their career, education, and financial goals. The stories below illustrate the impact of the ABL program:

- A mother with three children enrolled in ABL in September 2019. At the time, she had a part-time job, and money was always tight. When the pandemic hit, she lost her job and experienced the challenges of supporting her children while they did remote schooling. In March 2022, the mother was able to obtain a job in a local manufacturing firm with benefits and career growth opportunities. She has since earned quite a bit in escrow, in addition to savings she had already done on her own. She was also recently approved for a Section 8 voucher after more than 10 years on waitlists, and she was able to find an apartment in the same town she lives in now. In September, the family will move out of public housing (a long-time goal) and into the new apartment, using some of their escrow to help with the security deposit and first month’s rent.

- A family of four (two parents and two young children) fled from Africa to the U.S. in search of safety, leaving behind careers and the home they owned. After living in a transitional housing program, they moved into one of the public housing developments participating in ABL. Since then, the parents have worked consistently and made progress toward their goals. The mother obtained her driver's license, and the family purchased a car. The mother also recently obtained an Associate's Degree and will be continuing her education to obtain a nursing degree. The family has saved over \$6,000. They also recently achieved their goal of obtaining U.S. citizenship. They hope to one day become homeowners again.
- A single mother with two children moved to public housing after enduring domestic violence and living in shelter and transitional housing. Since enrolling in ABL and working with an ABL coach, the mother has made significant progress toward her goals. She obtained a job, riding a scooter to and from work even in inclement weather. She worked with a pro bono attorney to remove a lien from her drivers' license, paid the fines she owed to the RMV, took her road test, and got her license back. She was eventually able to use her savings to buy a car. She was also able to utilize ABL funds to pay for a certificate program that led to a promotion at work. The mother has prioritized improving her physical health and recently took her children on their first family vacation to the beach.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- The benchmark for SS#5 was reduced to 460 participants to reflect participation of the three LHAs that were awarded implementation grants.
- SS #6: Reducing Per Unit Subsidy Costs for Participating Households: DHCD is removing this metric as the participants in this activity are residents in state-funded public housing developments. Reducing per unit subsidy costs does not apply.
- 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 define self-sufficiency as 35 hours of employment per week for an individual participant.

Metrics

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).	\$24,659	\$25,589	\$29,608	Yes
*Metrics reflect avg. earned income of participants who are employed.				
SS #2: Increase in Household Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy (in dollars)	\$0	\$900	\$3,217	Yes
*Metric reflects avg. participant escrow which is one of the identified indicators of program success.				

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	189	276	285	No
	66%	60%	53%	Yes
Employed Part-Time or Full-Time	97	184	249	Yes
	34%	40%	47%	Yes
Enrolled in an Educational Program or Job Training	0	46	73	Yes
	0%	10%	14%	Yes
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).	73	127 households 26%	125 households 23%	Yes
<i>*Benchmark reflects the number of participants as a percent of the anticipated households.</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).	286	460 households	416 households 534 participants	No
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$439	\$446	\$553	Yes
<i>*Represents the avg. tenant rent for the 286 initial participating households.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 participants	97 participants	126 participants	Yes
<i>*Self-sufficiency is defined as at least 35 hours of employment per week for an individual participant.</i>				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

Although the number of households served in FY 2022 (416) was slightly below the benchmark (460), some households have multiple adults participating in the ABL program, so DHCD did exceed the benchmark when looking at the total number of ABL participants (534) for the year. Similarly, the actual number of unemployed participants in FY 2022 (285) was slightly higher than the benchmark (276), but the percentage of participants who were unemployed was below the benchmark percentage (53% vs. 60%).

Given that the ABL program requirements were not enforced during FY 2022 and outreach and coaching were still being done remotely for part of the year, it makes sense that some benchmarks were not achieved. It is expected that the return to in-person services and recent policy changes will lead to improved outcomes in FY 2023.

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 2022, 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 2022, forty-five (45) vouchers were issued to PBV opt-outs.

Fifty-three (53) new PBV contracts were awarded in FY 2022 representing an additional 534 new PBV units. Fifty-two (52) of the fifty-three (53) new PBV awards represented new construction or rehab, confirming DHCD's 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

No non-significant changes were made

Actual Changes to Metrics/Data Collection

HC #4 was updated to reflect the total of existing PBVs and anticipated new PBVs in FY 2022. The number of anticipated new PBVs is projected based on prior fiscal years.

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	4,272	4,631	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

None.

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 (AHPD) Fund. 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.

One project funded under this activity was completed prior to FY 2022:

- 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 included 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. A certificate of occupancy was issued in June 2019 and the permanent loan was closed in FY 2021. All 72 units are now occupied.

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 approximately \$1.1 million is being used to leverage another \$422,000 of other funding sources. Construction on this project was completed in February 2022.
- In FY 2022, DHCD will utilize funds under this activity for the preservation and development of affordable housing for low-income elderly and disabled households. Working in Partnership with the Executive Office of Elder Affairs, DHCD will provide financial support to preserve Chapter 667 state public housing developments with high capital needs; and facilitate partnerships between LHAs and local service agencies to provide service-rich environments that allow residents to age in their community. DHCD will utilize MTW funding of up to \$3.3 million to support housing preservation at two projects:
 - Lakeview Avenue in Lowell: To complete kitchen and bath modernizations, fire safety, electrical, and accessibility improvements, MTW funding of approximately \$1.4 million is being used to leverage an additional \$1.1 million from other funding sources in order to rehabilitate 20 units at Lakeview Avenue. Construction on this project began in May 2022.

- Balch Apartments in Beverly: MTW funding of approximately \$1.9 million is being used to leverage an additional \$1 million from other sources in order to complete building envelope improvements, door replacements, kitchen and bathroom upgrades, one ADA unit conversion, electrical distribution, and site and walkway improvements in 26 units at Balch Apartments. Construction on this project began in June 2022.

Impact

- **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 on July 14, 2020 and closed on its permanent financing in December 2020.
- **CHA**: The CHA project consisted of improvements at three different group homes collectively serving 25 adults with mental illness: 98 Aberdeen Ave., 11 Woodbridge Street, and 71 Hammond Street. Work at 98 Aberdeen Ave was completed and the property was fully occupied by the end of FY 2021. Construction at 11 Woodbridge Street was completed in early October 2021, and residents moved back that month. Construction work at 71 Hammond Street consisted of only exterior repairs, and the building remained fully occupied during construction. Much of the work at all three properties was completed by the end of 2021, but the delayed delivery of some items due to supply chain issues resulting from COVID pushed full completion of construction to February 2022.
- **Balch Apartments**: Balch Apartments in Beverly completed its design phase in FY 2022. Bids received were within the estimated costs for the scope of work. The project is now in construction and is estimated to be completed in the spring of 2023.
- **Lakeview Avenue Apartments**: Lakeview Avenue in Lowell is in the construction phase. DHCD was recently advised that there will be costly change orders to dispose of contaminated soils found onsite and for additional structural engineering for an addition. DHCD is awaiting price estimates for this work. The change order work will likely extend the completion date beyond February 2023.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

Metrics were updated in the FY 2022 plan to reflect anticipated outcomes in FY 2022. 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	\$2,177,275	\$3,156,178	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	0	70	0	No

80% AMI as a result of the activity (increase).				
<i>*Defined as new units constructed. Does not include existing units that have been rehabilitated and/or demolished and re-constructed. Existing units undergoing reconstruction are reflected in HC #2.</i>				
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	70	97	No

Actual Significant Changes

No significant changes were made in FY 2022.

Challenges in Achieving Benchmarks & Possible Strategies

*For HC #1, the existing projects completed and/or underway to date do not add any new units to the existing projects; rather, they aim to preserve and rehabilitate existing units. The benchmark for this metric will be adjusted in future Plans and Reports to anticipate the number of new units to be created and will not include existing units that have been rehabilitated and/or demolished and re-constructed, as those units are reflected in HC #2.

Construction is not yet complete for Balch Apartments or Lakeview Avenue Apartments; however, DHCD is on track to preserve the target number of units.

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.

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.

Phase 2 of the Launch partnership ("Launch 2.0") began in FY 2021 and will continue through FY 2023 (with a slated end date of February 28, 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 and its Launch partners are 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 2022, the Launch partners continued doing outreach to eligible youth living in subsidized housing in the Boston area. Since the start of Launch 2.0 in late FY 2021, staff have reached out to over 1,800 young people (560 youth living in Boston Housing Authority public housing developments, 220 youth living in affordable housing owed by management companies, and 1,025 youth with Housing Choice Vouchers administered by Metro Housing|Boston). Since the start of Launch 2.0, 100 new youth have enrolled in Launch, bringing the total number enrolled (when combined with 80 participants carried over from Launch 1.0) to 180.

In FY2022, the main challenges stemmed from staff turnover and the effects of the pandemic. The Launch partners experienced staff turnover and difficulties hiring for coaching and outreach roles. Two coaches transitioned roles, which left gaps in time with an understaffed team, and there were challenges in hiring, supporting, and retaining staff at Metro Housing|Boston to work on Launch outreach. In addition, complex client challenges related to COVID-19 persist such as social isolation, mental health challenges, digital

divide, and economic shutdowns. These challenges have been felt by all and are particularly apparent in young adults who are pursuing education and employment pathways.

The main successes in FY 2022 include continued commitment to improving the program model, delivering high-quality coaching, and centering client voice. During FY 2022, Launch partners remained committed to continuous improvement and understanding the program's impact through data collection, analysis, and evaluation. The fall 2021 evaluation report conducted by the Forum for Youth Investment indicated that Launch clients who have more frequent interactions with their coach are more likely to meet their goals than those with less frequent interactions. In addition to tracking education and employment outcomes, Launch has been implementing an evaluation tool to measure social-emotional competencies to evaluate how clients are developing necessary skills and competencies, such as sense of future self, goal-setting, and navigating setbacks. The continued financial support for Launch clients has proven to be effective in navigating short-term barriers like covering gaps in FAFSA for a semester, purchasing supplies needed for school or work, or meeting basic needs like groceries. Launch continues to explore the relationship between mental health and pathway advancement. During FY 2022, partners hired a cohort of Launch clients as youth organizers to create a campaign and recommendations for the field to best support this age group.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- The benchmark for SS #1 and SS #3 were updated to reflect anticipated participation and funding commitments from DHCD's Launch partners for FY 2022.
- For CE #4, where leveraged resources are concerned, as of the date of the FY 2022 MTW Plan, no leveraged resources had yet been identified; however, DHCD's Launch partners continued to pursue additional opportunities to leverage resources under this activity.
- The definition of self-sufficiency and benchmark were updated in SS #8 to better align with the intended outcomes of this activity.
- SS #6: DHCD has removed this metric. 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.
- SS #7: Increase in Agency Rental Revenue: DHCD has removed this metric. 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.
- HC #5: Increase in Resident Mobility: DHCD has removed this metric as 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. This program does not focus on housing mobility.

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	\$0	\$50,000	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).	\$9,492	\$10,012	\$23,626	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	170	256	115	Yes
	85%	80%	64%	
Employed Part-Time or Full-Time	30	64	65	Yes
	15%	20%	36%	
Enrolled in an Educational Program or Job Training	20	64	60	Yes
	10%	20%	33%	
*Reflects total data as of the end of Phase 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)*	Not Available	Not Available	Not Available	N/A
*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.				
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	320 households	180 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	64 household	79 households	Yes
*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 wage.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

At the beginning of the COVID-19 pandemic in 2020, outreach for the Launch program pivoted to being completely virtual and has remained virtual since then. While this remote approach proves to work well for some clients, not being able to connect with potential clients and their families in person can make it more difficult for outreach staff to build trusting relationships and can create a longer on-ramp for connecting clients to coaching. This has made it more challenging to meet our enrollment benchmarks.

In addition, the outreach being done by Metro Housing|Boston to HCVP participants encountered some delays and challenges related to data and staffing. Just after FY 2022 ended, a data sharing agreement was

signed that will enable the Boston Private Industry Council (PIC) to handle outreach to Metro Housing|Boston's HCVP participants going forward. It is expected that this will help increase enrollment among this group of youth.

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), the Interagency Council on Housing and Homelessness (ICHH) and the Department of Secondary Education (DESE) on the Massachusetts Student Housing Security Pilot Program, which provides scholarships for housing and other college related expenses to income eligible, homeless college students. Four state universities and four community colleges work together to recruit, enroll, and support students participating in the program.

DHCD is providing up to \$200,000 in MTW funds per year for two years for eligible students' housing scholarships. The partnership is governed by an Interagency Service Agreement (ISA) for fiscal management and a Memorandum of Understanding (MOU), and at the program level by the Moving to College (as the program is known at the university level) Program Guidebook. 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. In addition, DHCD works with these agencies to approve all program guidance created by the committee. Continued funding will be contingent on compliance with HUD requirements and the MOU.

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 have recently aged out of foster care and meet HUD's criteria of an independent student. Colleges utilize FAFSA applications 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 may issue up to \$13,000 per participant in MTW funds for housing related costs, per school year. Note: these funds will increase slightly each year in response to increased housing costs at the colleges. DHCD will fund a two-year scholarship per student, and DHE/EOHHS has identified additional funding sources to support students for the final two years of their four-year degree program. 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. Each dormitory room will be required to pass HQS. Inspectors are required to document proper training/certification. HQS inspection records are forwarded to and maintained by DHCD.

Participants must continue to remain enrolled full-time and maintain passing grades 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. Students are expected 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. If a student needs 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.

Impact

In FY 2022, DHCD continued its active involvement in the partnership with DHE, DESE, and ICHH on the Student Housing Pilot. The interagency state team met regularly throughout the year to discuss the program, its operations, and the student support provided at both the college and community level.

Enrollment began during FY 2021 and continued through January 2022. A total of 16 scholarships were awarded when recruitment ended in January 2022. There has been some attrition from the program as students pursue their evolving career goals and/or decide to leave the program for other reasons. The learning community created by the Regional Teams has had a positive impact on program design and student support. DHCD will continue to support the current scholarship recipients for two full academic years.

In addition, DHCD has increased the scholarships from \$10,000 per academic year to \$12,288 to reflect increased housing costs at the university level.

Actual Non-Significant Changes

No non-significant changes were made.

Actual Changes to Metrics/Data Collection

- SS #3: Increase in Positive Outcomes in Employment Status: DHCD removed the portion of this metric related to unemployment and employment. The focus of this activity is stable housing so that eligible participants can complete their college education. Employment is anticipated when their college education is completed; however, upon graduation, the participant is no longer subsidized under this activity.

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	\$111,620	No
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Enrolled in an Educational Program or Job Training	0 households	20 households	16 households	No
	0%	100%	100%	
*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 the 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	16 households per year	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	0 households	0 households	Yes
<i>*Self-sufficiency is defined as graduation from college.</i>				

Actual Significant Changes

DHCD will not fund additional scholarships beyond the first cohort enrolled during 2021-2022. DHCD will work with the Interagency Team to support the current participants and to identify other possible funding streams that are more flexible and that better support the needs of the students and universities.

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 and recruitment were active and ongoing through the Fall semester of the 2021-2022 academic year, and DHE and partner schools anticipated that all scholarships would be awarded by January 2022. These goals were not met, and because of the low enrollment levels, DHCD reduced the number of scholarships from 20 to 15. Sixteen students in total were served over the course of FY 2022, and 14 students remain in the program as of the close of FY 2022.

As the academic year continued, the State Teams, college staff, and State Agency partners concluded that the use of MTW funds for housing expenses created significant operational challenges for the colleges and for DHCD, as well as challenges for the students themselves. Frequent HQS inspections because of students moving to new living arrangements made rapid response to housing crises difficult and challenging for DHCD's partners to conduct inspections on a frequent basis. During FY 2022, all parties agreed that the MTW funds were not a good fit for this program design, and that DHCD would not fund the scholarships moving forward. DHCD is committed to funding the existing students for the duration of their two-year scholarships. The Pilot continues to inform program design and operations, and DHCD looks forward to its ongoing support of this work through the end of the Pilot period.

Activity 2021-1: Fair Housing Initiative

Plan Year Approved, Implemented, Amended

Approved and implemented 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 is utilizing MTW Block Grant funding of up to \$500,000 per year for a three-year period. As anticipated, funding was awarded through a competitive bid process in FY 2022 to a coalition of four non-profit fair housing agencies across the Commonwealth 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, focusing on voucher discrimination and/or discrimination against families under the age of six in housing containing lead paint. 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 the first half of FY 2022, DHCD worked with the coalition to finalize the program design, and the coalition began outreach and enforcement services in the latter half of FY 2022.

The coalition served 37 households through fair housing investigation and enforcement activities during FY 2022, but given that those services were provided only in the second half of the fiscal year, we remain confident in our benchmark of 60 households served per fiscal year. In addition, while the coalition's education and outreach activities have not yet directly served households, the coalition has completed their training materials, scheduled trainings to begin in September, and have completed initial outreach to the agencies that will be attending the upcoming trainings.

Actual Non-Significant Changes

No non-significant changes were made

Actual Changes to Metrics/Data Collection

DHCD updated the benchmarks to reflect the anticipated activity in FY 2022.

Metrics

<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 through investigation and enforcement	0 households	60 households	37	No

Number of households receiving services aimed to increase housing choice through education and outreach	0 households	2,667 per year*	0	No
* Education and outreach will be provided to housing providers and landlords, in addition to tenant families.				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

In the first half of FY 2022, DHCD worked with the coalition to finalize the program design, and the coalition began outreach and enforcement services in the latter half of FY 2022. Therefore, although the benchmarks for households receiving services aimed to increase housing choice were not met for FY 2022, these services were provided only in the second half of the fiscal year and do not represent a full fiscal year of outreach and services. Additionally, while the coalition's education and outreach activities have not yet directly served households – as the program was still in the design phase for much of FY 2022 – the coalition has completed their training materials, scheduled trainings to begin in September, and have completed initial outreach to the agencies that will be attending the upcoming trainings.

Activity 2021-2: Emergency Waivers

Plan Year Approved, Implemented, Amended

Approved and implemented FY 2021.

Description/Update

The economic impacts of the COVID-19 pandemic on households, businesses, and financial markets are 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. 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 has established an emergency waivers activity which addresses the burdens placed on all stakeholders and includes the following emergency waivers in response to economic and/or health-related emergencies and/or 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 year following the close of the emergency declaration. The subsequent 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 within one year following the close of the emergency declaration. The next scheduled biennial reexam would be effective 2 years following the effective date of the first recertification after the close of the emergency declaration.
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 delays a reexam, 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 year following the close of the emergency declaration. 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 within one year following the close of the emergency declaration. 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.
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 continued 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

DHCD removed the two metrics below as they are not intended outcomes of this activity. During periods of emergency, DHCD does not seek to achieve or focus on cost and time savings, even though certain agency functions may be delayed or regulations waived.

- CE #1: Agency Cost Savings
- CE #2: Agency Time Savings

HC #4: Displacement Prevention: DHCD added this metric as the changes which are inherent in the Emergency Waivers activity are designed to streamline operations and reduce administrative burdens on participants and applicants, thus reducing the number who may have been displaced/terminated due to their failure to comply with regular operating requirements.

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.	\$0	22,351	21,292**	No
<i>*The benchmark represents the number of assisted households during the period of declared emergencies who are effectively protected from displacement.</i>				
<i>**Represents the number of households served as reported in Table 9. Note that the actual number of households served as shown in Table 9 may differ from the amount shown in Table 3 due to HUD's requirement for calculating Table 3.</i>				

Actual Significant Changes

No significant changes were made.

Challenges in Achieving Benchmarks & Possible Strategies

The number of assisted households in FY 2022 was lower than projected due to leasing and utilization challenges stemming from high rents and the COVID-19 pandemic; however, households were still able to benefit from the waivers made available during FY 2022.

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 2022 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.

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 Plan 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

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

V. Application of MTW Funds

A. Financial Reporting

i. Available MTW Funds in the Plan Year

DHCD will submit all required FY 2022 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 2022 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 2022 are described below.

- In FY 2022, DHCD utilized Single Fund Flexibility to fund MTW program evaluations. Specifically, in FY 2022, DHCD used a third party to continue program evaluations of two of the MTW programs, ABL and Launch. Program evaluators collect and analyze data on the participant outcomes as a result of the targeted MTW initiatives and offer DHCD recommendations about how to improve the program model to better serve participants.
- In FY 2022, DHCD utilized \$288,639 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. During FY 2022, the Career Navigators assisted 222 families with career planning and coaching, job searches, and pre-employment readiness. Fifty-three participants obtained new jobs, working an average of 32 hours per week and earning \$16.30 per hour.
- Other Supportive Services: In FY 2022, DHCD utilized Single Fund Flexibility 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.

The following activities were included as planned potential uses of funds under Single Fund Flexibility in the FY 2022 Plan; however, funds were not utilized for these activities during FY 2022 as these initiatives have been closed out and/or no longer utilize MTW funding:

- Housing Innovation Specialist positions
- Development and implementation of the Data Warehouse
- Economic Prosperity Coordinator

B. Local Asset Management Plan

- | | |
|---|----------------|
| <i>i. Did the MTW PHA allocate costs within statute in the Plan Year?</i> | Yes |
| <i>ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?</i> | No |
| <i>iii. Did the MTW PHA provide a LAMP in the appendix?</i> | No |
| <i>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.</i> | Not applicable |

VI. Administrative

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 2022.

B. Evaluation Results

DHCD has contracted with third-party evaluators (The Forum for Youth Investment and MDRC) to perform evaluations of the Launch and ABL programs, respectively.

- The Forum for Youth Investment's evaluation of Launch (Phase "2.0") is ongoing and will be concluded in FY 2023. During FY 2022, the evaluators conducted analysis of Launch program outcomes and survey data and periodically presented the findings to the Launch partners. Their analysis included an updated comparison of "dosage" (i.e., number of client-coach interactions)

and goal completion; as in prior analyses, they found that Launch clients who had more frequent interaction with their coach were more likely to complete their goals compared to clients who had less frequent interaction with their coach. In FY 2022, Launch participants were also invited to respond to a “Social-Emotional Learning” (SEL) survey about their experience in Launch. The Forum has shared some preliminary data from the survey, which suggest that Launch coaches have been particularly effective at helping participants find a support network and set long-term goals. The Forum plans to produce a brief, final outcomes report in the fall of 2022 that focuses on participants’ journeys in the Launch program and the value-add of the Launch program model.

- MDRC’s evaluation of ABL is ongoing and will be completed in FY 2024. In FY 2022, MDRC completed a 36-month interim evaluation memo, which included findings from the first three years of ABL implementation. In preparation for this memo, MDRC analyzed program data and conducted interviews with program staff and participants. The memo identified key strengths and challenges of the ABL program model and implementation to-date. Strengths included: positive relationships between participants and coaches, especially during the pandemic when support and resources were needed the most; the holistic approach to coaching; and partnerships with and referrals to local service providers. Challenges included: distrust, resistance, and fear among some residents caused by the work requirement; the stringency of the work requirement policies; confusion among both staff and participants about the escrow component of the program as well as the burden of calculating escrow; and, of course, the impact of the pandemic. DHCD has made an effort to address all of these challenges and will continue to do so in FY 2023. For example, the ABL work requirement policies have been modified to make compliance more easily attainable for residents.

C. MTW Statutory Requirement Certification

DHCD certifies that, in FY 2022, 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

VII. Appendix A: Listing of Regional Administering Agencies

Berkshire Housing Development Corp.
One Fenn Street
Pittsfield, MA 01201
413.499.4887

Community Teamwork, Inc.
155 Merrimack Street
Lowell, MA 01852
978.459.0551

Housing Assistance Corp
460 West Main Street
Hyannis, MA 02601
508.771.5400

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
1780 Main Street
Springfield, MA 01103
413.233.1500

VIII. 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, 2021 and June 30, 2022, 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 23, 2022
Date