



COMMONWEALTH OF MASSACHUSETTS
Department of Housing & Community Development

Moving to Work Program
Annual Report for Fiscal Year 2020

**Submitted to the
U.S. Department of
Housing and Urban Development**

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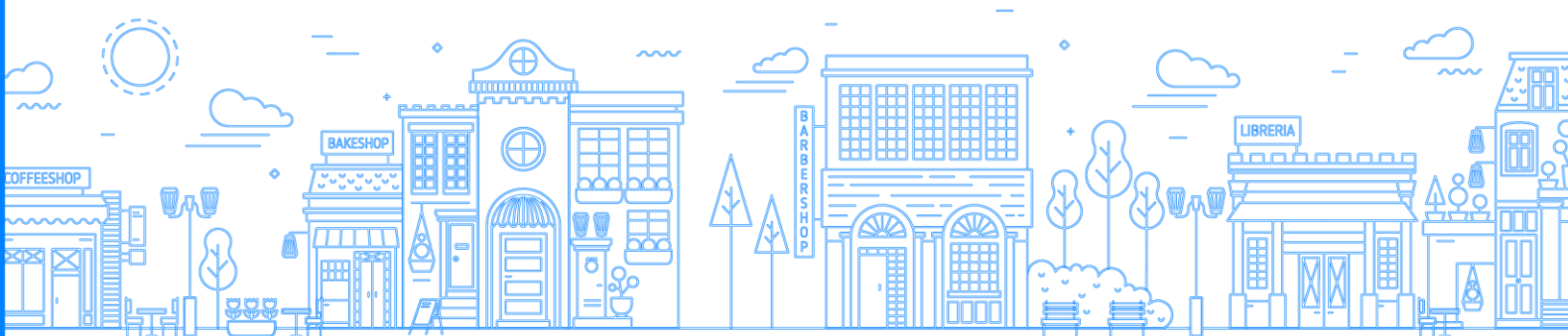


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I. Introduction

This Annual Report describes the Moving to Work (MTW) Program activities and accomplishments of the Massachusetts Department of Housing and Community Development (DHCD) during Fiscal Year 2020, i.e. the period from July 1, 2019 through June 30, 2020.

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

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

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

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

Long Term Goals & Objectives

DHCD views the use of MTW funding and regulatory flexibility as an essential component in implementing its long-term goals and objectives, which include:

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

In addition, DHCD believes that affordable housing can provide the foundation that allows extremely and very low-income households to enter the economic mainstream and access good jobs and education. In this regard, DHCD strives to maximize the value of limited federal program

dollars to help families achieve these important economic goals, enabling them to move on so that these dollars can help serve additional families.

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

- All MTW activities must relate to one or more of the three MTW statutory objectives, i.e. reducing cost and/or promoting administrative efficiency, increasing housing choice, and supporting families in achieving economic self-sufficiency.
- MTW flexibility will be utilized to promote tighter linkages and synergy between the Housing Choice Voucher (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.
- By identifying and addressing administrative efficiency opportunities, MTW flexibility will be used wherever feasible to increase the number of extremely and very low-income households served and the overall quality of leased housing units.
- New MTW program initiatives will respond to differences among regional and local housing markets.

Finally, DHCD plans to engage in an MTW strategic planning process in FY 2021 to establish an updated framework for program and policy initiatives. In this process, DHCD will provide opportunities for broad-based input both regional administering agencies.

Short-Term Goals and Objectives

During FY 2020, DHCD undertook a range of MTW related and other activities in the Housing Choice Voucher Program, which are summarized below:

- DHCD provided rental assistance to a total of 20,721 eligible senior, disabled and other family households through its MTW program.
- Student Housing Security Pilot: Under this activity, DHCD provides scholarships to support a housing stability program for low-income college students who are experiencing homelessness. The scholarships may be used for housing and other college related expenses. In FY 2020 DHCD worked with Department of Higher Education (DHE), the Executive Office of Health and Human Services (EOHHS) and the Department of Elementary and Second Education (DESE) to complete program design and identify reporting requirements. Enrollment is slated to begin in the summer of 2020 with full enrollment completed by the winter of 2021. In FY 2020 DESE entered into an Interagency Service Agreement with DHCD for program oversight and transmission of activity funds.

- **Family Economic Stability Program (FES):** DHCD continued to promote participant self-sufficiency through the Family Economic Stability (FES) Program. The Boston-based program administered by Metro Housing|Boston assisted 59 households in FY 2020, enrolled 11 new households and graduated 14 households. Also, in FY 2020, DHCD revised FES Program eligibility requirements and eliminated a requirement that proved to be an obstacle to enrollment and added a requirement to ensure that enrolled households' incomes would be sufficient to cover their rent. Finally, in FY 2020, as a result of the COVID-19 pandemic, DHCD added features to the program to allow rental subsidy extensions and more liberal use of support and escrow funds during times of economic/health emergencies.
- **A Better Life (ABL):** This DHCD funded economic self-sufficiency program is based on an existing, successful program model that provides case management, education and training to residents of state-aided public housing. In FY 2020, Gloucester, New Bedford and Taunton housing authorities collectively enrolled 294 households and 367 participants in the ABL program. Twenty-nine percent of participants are employed and twenty-two (22) participants have increased their savings while enrolled in the program. Success stories include participants who earned college degrees, completed ESL courses and purchased a car to increase employment opportunities.
- **Rent Simplification:** In FY 2020 DHCD modified its rent simplification policy in response to rent burdens placed on households with multi-year recertification cycles when owners increase contract rents in between regular recertifications. Where households could not afford the additional rent burden, they may have been forced to move, which is an expensive and administratively burdensome process. Accordingly, DHCD implemented a new policy whereby the payment standard will be updated at interim certifications related to increases in contract rent. If the payment standard has gone down, DHCD will not update the payment standard at the interim certification.
- **Multi-Year Recertifications:** In FY 2020, in response to the COVID-19 pandemic, DHCD implemented a policy to temporarily lift the limit on voluntary interim reductions to reduce the burden placed on households whose incomes continue to decrease. Additionally, DHCD modified this activity to permanently exempt households in the SNO Mass program from the limit on voluntary interim rent reductions. Finally, in FY 2020 DHCD implemented the triennial recertification cycle for elderly/disabled households on fixed incomes. DHCD did not update income at the affected household's biennial anniversary and instead sent a letter to inform them that their next recertification would not take place for another year. This change reduced the potential burden of a rent increase for households on fixed income.
- **Support for Secure Jobs:** This activity has two components, one in which vouchers and services are provided and one in which services only are provided. Vouchers were leased by 12 participants in FY 2020 and 513 participants were enrolled in the services component. Like many other self-sufficiency activities, this activity was impacted by the COVID-19 pandemic that affected enrollment and the ability to obtain employment and childcare for those who were employed. In spite of the challenges experienced, success stories include participants who obtained employment and completed job training.

- Supporting Neighborhood Opportunity in Massachusetts (SNO Mass): The purpose of DHCD's SNO Mass MTW initiative is to provide significant supports and encouragement to existing voucher participants and/or new voucher holders who wish to move to areas with empirically documented improved educational systems, job opportunities, social services and other opportunities in the expectation that over time their need for housing and other subsidies will abate or diminish. In FY 2020, 207 households received orientation for the SNO Mass Program and 78 households enrolled. A total of 19 households moved/leased up in opportunity neighborhoods. Also, in FY 2020, DHCD began the process of expanding SNO Mass to all RAAs statewide. Household recruitment will begin by the new RAAs in early part of FY 2021.
- Launch: Through the Launch program, DHCD connects 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. In FY 2020, 308 households were assisted under this activity; however, the Launch program had to move to an entire virtual model as a result of the COVID-19 pandemic which resulted in challenges to recruitment, enrollment and service provision.
- DHCD's MTW FSS program assists families with career, homeownership and other self-sufficiency goals while promoting asset development and savings. At the close of FY 2020 928 households were participating in FSS, including 108 new FSS families. A total of 17 participants graduated from education and training programs, 87 families graduated from FSS and 14 FSS graduates purchased homes. In addition, the FSS program provides a vehicle for families to build savings through DHCD's deposits to FSS family escrow accounts. In FY 2020, FSS households had accumulated an average escrow of \$5,033. These funds are often used as down payments for homes and/or to pursue education and career goals.
- Youth Transition to Success Program (YTTSP): YTTSP is a time-limited program to provide continued support to build upon the successes of youth currently participating in its Family Unification - Aging Out of Foster Care Program as well as to provide subsidies and support for "College" referrals from DCF and referrals for individuals enrolled in a full-time designated employment program, referred from other providers outside of DCF. In FY 2020, there were 4 program graduates and 51 participants enrolled in the program. To respond to the COVID-19 pandemic, DHCD modified the YTTSP program in FY 2020 by providing expanded hardship policies, program extensions and relief from the reduction in subsidies in years 4 and 5. In spite of the challenges faced by the pandemic 80% of YTTSP participants continued to be enrolled in education/job training programs.
- Affordable Housing Preservation and Development Fund: DHCD supported, using MTW Block Grant funds, the preservation of just under 100 state aided public housing units at two Local Housing Authorities (LHAs) under this activity. AHPD funds are being used to provide loans to leverage private equity and state-aided public housing capital resources. The rehabilitation of 72 units for one of the projects was completed at the end of FY 2020 and the re-occupancy permit was received in July. Leasing and full occupancy is anticipated in FY 2021. The second project funded under this activity had some delays as

a result of issues related to the relocation plan and COVID-19 construction protocols. Construction on the second project is not slated to be completed until November 2021.

- Expanding Housing Opportunities – Relocation Assistance: DHCD is using MTW funding flexibility to further support redevelopment at two local housing authorities. MTW funds primarily support rental subsidies and relocation costs associated with short-term housing for low-income residents during construction. In FY 2020 there were permitting delays and refinancing requirements resulting from the COVID-19 pandemic; however, progress continued on both projects with relocation scheduled in Jan/Feb 2021 for one project and Mar/Apr 2021 for the second project.
- DHCD had closed out the Residential Assistance for Families in Transition (RAFT) activity in the FY 2019 report; however, in view of changing circumstances as a result of the COVID-19 crisis, DHCD reversed the planned close-out of the RAFT activity in FY 2020. This activity is intended to increase the number of families prevented from homelessness; and was expanded to provide assistance to both low-income renters and homeowners who are impacted by economic or health emergencies, as certified by the Governor or his/her designee, in order to avoid homelessness due to eviction or foreclosure.
- DHCD continued to use the flexibility under the Enhanced Local Project-Based Voucher Program to partner with housing providers and increase the number of affordable units in high opportunity areas. DHCD added 24 new project-based developments to its inventory in FY 2020, representing 209 new PBV units. Twenty-three of these developments were new construction reinforcing DHCD commitment to improve the rental options and quantity of affordable units across its jurisdiction.
- In FY 2020, DHCD conducted a rate review for heat and electricity across its jurisdiction and determined that the existing heat and electricity rates were at or in excess of the current rate indicators used to develop the MTW heat and other electricity utility allowances.
- Previously approved MTW activities related to the owner incentive fund, expiring use preservation, payment standard exceptions, and use of local forms continued to be implemented.
- Health Starts at Home: DHCD closed out this activity in FY 2020 as it was a three-year initiative which came to a close. Under this activity, DHCD supported an existing program funded by The Boston Foundation (TBF), which focused on improving health outcomes for low-income children. A total of 28 households received vouchers and participated in the study. The intended outcome of this activity was to show the positive impact on children's health when stable housing was provided. DHCD is unable to report on these outcomes as participant health data is confidential.

II. General Housing Authority Operating Information

A. Housing Stock Information

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

i. Actual New Project Based Vouchers

In FY 2020, DHCD entered into Agreements and/or Housing Assistance Payments Contracts for 209 new project-based voucher units under DHCD's Project Based Leasing (PBV) program. A list of new PBV projects and summary descriptions is shown in Table 1 below.

Table 1: Actual New Project Based Vouchers

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
Mason Square Apartments II	0	8	Committed	No	Family-new construction 2 & 3-BR
Hearth at Four Corners	0	8	Committed	No	Elderly - new construction
571 Revere Street	0	8	Committed	No	Family-new construction 2 & 3-BR
Downtown Brockton TOD	0	8	Committed	No	Family-new construction 2 & 3-BR
2 Hardy Street	0	6	Committed	No	Family-new construction 2 & 3-BR
Robert Hill Way Senior Apartments	0	8	Committed	No	Elderly - new construction
Indigo Block Development	0	8	Committed	No	Family-new construction 2 & 3-BR
Bentley Apartments	0	8	Committed	No	Family-new construction 2 & 3-BR
Harbor Village	0	8	Committed	No	Family-new construction 2 & 3-BR
Lawson Green Apartments	0	8	Committed	No	Elderly - new construction
Downing Square Broadway Initiative	0	3	Committed	No	Family-new construction 3-BR
Olmsted Green Affordable Rental IV	0	8	Committed	No	Family-new construction 1, 2, 3-BR
Senior Residences at Machon	0	8	Committed	No	55+ new construction
Depot Village I	0	5	Committed	No	Family - new construction 2 & 3-BR
126 Chandler Street	0	7	Committed	No	Family - new construction 2 & 3-BR
Parcel 8 & 9 Hamilton Canal District	0	8	Committed	No	Family - new construction 0 & 1-BR
Lydia Square Apartments Phase 1	0	8	Committed	No	Elderly - new construction

Property Name	Number of Vouchers Newly Project-Based		Status at End of Plan Year **	RAD?	Description of Project
	Planned*	Actual			
Cole Ave.	0	8	Committed	No	Family - new construction 2 & 3-BR
Mary Stone	0	8	Committed	No	Elderly - new construction
Mattapan Station 4%	0	6	Committed	No	Family - new construction 2 & 3-BR
Mattapan Station 9%	0	2	Committed	No	Family - new construction 2-BR
Holtzer Park	0	8	Committed	No	Family - new construction 1, 2, 3-BR
25 Amory Street - Jackson Square	0	8	Committed	No	Family - new construction 1, 2, 3-BR
Colonel Lovell's Gate Apartments	0	44	Leased/Issued	No	Family - Preservation
	0	209	Planned/Actual Total Vouchers Newly Project-Based		

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

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

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

The 50900 requires reporting of planned and reported PBVs, which will be either under AHAP or HAP during the Annual Plan fiscal year. DHCD's PBVs are allocated through the state's competitive rental round and in concert with the award of Low Income Housing Tax Credits. Proposals are due in February of each year, with funding announcements made in the Spring. Given DHCD's MTW Plan is due to HUD prior to the award of FY 2020 PBV funding, DHCD could not identify planned projects to be awarded PBVs. Further, of the awards made, DHCD could not determine which proposals would pass all screening thresholds and enter into AHAP or HAP contracts. Accordingly, DHCD did not include planned new PBVs in the FY 2020 Plan; however, the table below includes the new PBVs which were under AHAP or HAP by the end of FY 2020.

ii. Actual Existing Project Based Vouchers

Including the new units/developments added to DHCD's PBV program in FY 2020 shown in Table 1, DHCD provided subsidies and oversight for 3,713 PBV units. Table 2 provides a list of existing PBV projects and summary descriptions, including information on actual unit counts at the end of the Plan Year.

Table 2: Actual Existing Project Based Vouchers

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
140 East Street	2	2	Leased/Issued	No	Elderly/Disabled units
YMCA	30	30	Leased/Issued	No	Elderly/Disabled units; two units for homeless individuals
Pine Woods	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Hillside Avenue	5	5	Leased/Issued	No	Family and Elderly/Disabled units
Rice Silk Mill	5	5	Leased/Issued	No	Family units
57 Main Street	4	4	Leased/Issued	No	Family - PHA-owned rehab of three-story, mixed-use building
Dalton Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of existing multifamily housing; 11 separate buildings
Berkshire Peak (formerly Riverview Homes)	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction
Forest Springs, Great Barrington	5	5	Leased/Issued	No	Family - New construction
Lenox Schoolhouse, Lenox	4	4	Leased/Issued	No	Age Restricted (55+ older) - Existing project changing from Assisted Living to 55 and older
Lincoln Hotel	63	63	Leased/Issued	No	Family units
Salem Harbor	4	4	Leased/Issued	No	Family units
Twelve Summer Street	4	4	Leased/Issued	No	Family units
Reviviendo	3	3	Leased/Issued	No	Units for homeless individuals; 105 Newbury Street, 105 Haverhill Street, 60 - 62 Newbury Street, 10 Jackson Terrace
Salem Heights	72	72	Leased/Issued	No	Family units
Conant Village	15	15	Leased/Issued	No	Family units
Residences at Stonybrook	4	4	Leased/Issued	No	Family units
Cordovan at Haverhill Station	8	8	Leased/Issued	No	Family units
Fina House	7	7	Leased/Issued	No	Family units
Whipple School Annex	8	8	Leased/Issued	No	Elderly/Disabled units
Winter Street	13	13	Leased/Issued	No	Family - Workforce rental housing
Lafayette Housing	8	8	Leased/Issued	No	Family units; 10 Congress Street, 3-13 Prince Street Place
48-64 Middlesex Street	6	6	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
Sirk Building	8	8	Leased/Issued	No	Family units
St. Joseph's Apartments	4	4	Leased/Issued	No	Family units
Loring Towers	8	8	Leased/Issued	No	Family units
Palmer Cove	6	6	Leased/Issued	No	Family and Elderly/Disabled units, supportive services
Hayes	4	4	Leased/Issued	No	Elderly/Disabled Units
Acre High School Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Cabot Street Homes	8	8	Leased/Issued	No	Elderly/Disabled units

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Sacred Heart	8	8	Leased/Issued	No	Elderly/Disabled units; 23 Hawley Street, 30 Groton Street, 32 Groton Street
Saunders School Apartments	16	16	Leased/Issued	No	Supportive services
Firehouse Place	4	4	Leased/Issued	No	Family and Elderly/Disabled units
Holcroft Park Apartments	8	8	Leased/Issued	No	Family and Elderly/Disabled units; 30 Mill Street; 10, 22, 30 Grant Street
Powderhouse Village	8	8	Leased/Issued	No	Elderly/Disabled units
Steven's Corner	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Union Crossing	8	8	Leased/Issued	No	Family units
Unity House	8	8	Leased/Issued	No	Family units; supportive services
Holcroft Park Homes Phase II	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Wadleigh House	7	7	Leased/Issued	No	Supportive services
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
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
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
St. Joseph's Redevelopment	8	8	Leased/Issued	No	Family (3 units) and Disabled (5 units) - New construction of four-story, mixed-use building
YWCA Market Street	4	4	Leased/Issued	No	Family - Rehab of an existing five-unit building plus a new addition for five units
108 Newbury Street	4	4	Leased/Issued	No	Family - New construction of four-story building
Counting House Lofts	6	6	Leased/Issued	No	Family - Adaptive reuse of historic mill (six stories)
First Lowell	30	30	Leased/Issued	No	Expiring Use Project - Family - 30 out of 37 EVs converted to PBVs
165 Winter Street	3	3	Leased/Issued	No	Family - Substantial rehab of historic former school
Malden Mills Phase II	7	7	Leased/Issued	No	Family - Adaptive reuse of historic mill building into 62 units

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Congress Street Residences	8	8	Leased/Issued	No	Family - New construction; Dow, Palmer, Congress, Perkins, Ward Streets
Duck Mill/Union Crossing Phase II	8	8	Leased/Issued	No	Family - Adaptive reuse of historic mill; PBVs serve 30% AMI families
Residences at Stonybrook Phase II	8	8	Leased/Issued	No	Family - New construction of seven townhouse-style buildings
Tenney Place Phase I	8	8	Leased/Issued	No	Family - New construction of two buildings
Harbor and Lafayette Homes	4	4	Leased/Issued	No	Moderate Rehabilitation with existing tenants
885C State Highway	1	1	Leased/Issued	No	Family - New construction - 40B project
Founders Court/979 Falmouth Road	2	2	Leased/Issued	No	Family units
32 Old Ann Page Way	2	2	Leased/Issued	No	Family and Elderly/Disabled units
40A Nelson Avenue	3	3	Leased/Issued	No	Family units
58 Harry Kemp Way	4	4	Leased/Issued	No	Family units
Morgan Woods/Pennywise Path	6	6	Leased/Issued	No	Family units
Barnstable Senior/Lombard Farm	8	8	Leased/Issued	No	Elderly/Disabled units
Barnstable Family/Kimber Woods	7	7	Leased/Issued	No	Family units
Residences at Canal Bluff	3	3	Leased/Issued	No	Family units
Thankful Chase	5	5	Leased/Issued	No	Family and Elderly/Disabled units
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
Veterans Park Apartments/Schoolhouse Green	8	8	Leased/Issued	No	Elderly/Disabled units
Clay Pond Cove	8	8	Leased/Issued	No	Family units
Kings Landing	78	78	Leased/Issued	No	Expiring Use Project - Family - 78 out of 108 EVs converted to PBVs
Sally's Way	4	4	Leased/Issued	No	Family - New construction of six buildings on town-owned land (99-year lease)
Stage Coach Residences	6	6	Leased/Issued	No	Family (4 units) and Disabled (2 units) - New construction/surplus PHA land
Breezy Acres Expansion/Great Cove Community	8	8	Leased/Issued	No	Family - New construction of five duplex buildings
Mashpee Village Phase II	8	8	Leased/Issued	No	Family - Rehab of existing affordable housing; 51 garden-style buildings
Melpet/Route 134 Community Housing	7	7	Leased/Issued	No	Family - New construction of eight farmhouse-style buildings

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Stable Path Residences	5	5	Leased/Issued	No	Family - New construction of 10 buildings (2- and 3-bedroom townhouses)
250 Gull Pond Road, Wellfleet	2	2	Leased/Issued	No	Family - New construction of three two-unit townhouses
Canal Bluffs III (Highmeadows)	7	7	Leased/Issued	No	Family- new construction 2 + 3 bedroom units
Acushnet Commons	3	3	Leased/Issued	No	Family units
Westport Village Apartments	12	12	Leased/Issued	No	Elderly/Disabled units
Bliss School	8	8	Leased/Issued	No	Family units
Kensington Court @ Lakeville Station	8	8	Leased/Issued	No	Family units
Ocean Shores	8	8	Leased/Issued	No	Elderly/Disabled units
Village at 815 Main	5	5	Leased/Issued	No	Family units
154-168 Eagle Street	8	8	Leased/Issued	No	Family units; supportive services
Ingraham Place	8	8	Leased/Issued	No	Supportive services
Depot Crossing	8	8	Leased/Issued	No	Family units
Oscar Romero	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Ames Shovel Works/Main and Oliver Streets	8	8	Leased/Issued	No	Family - Substantial rehab of historic factory complex
Woods at Wareham	19	19	Leased/Issued	No	Expiring Use Project - Family - 19 out of 22 EVs converted to PBVs
Marion Village Estates/Front Street/Route 105	8	8	Leased/Issued	No	Family - New construction of two buildings/two stories
Carpenters Glen	8	8	Leased/Issued	No	Family - Rehab of existing townhouse-style development
Village at Lincoln Park	3	3	Leased/Issued	No	Family - New construction on former amusement park site
Island Creek North/Age Unrestricted	8	8	Leased/Issued	No	New construction - One four-story building; fitness center/community room
Shoe Shop Place	5	5	Leased/Issued	No	Family - Adaptive reuse of an old mill creating rental housing
Island Creek North	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; one four-story building
Montello Welcome Home	8	8	Leased/Issued	No	Supportive Housing - Homeless preference; new construction of 20-unit building (+1-2units)
Jewel Crossing, North Attleboro	8	8	Leased/Issued	No	Family - New construction; mixed income
Kennedy Building Apartments, Hanover	4	4	Leased/Issued	No	Family - Adaptive reuse of old school building
Village at Lincoln Park Senior, Dartmouth	8	8	Leased/Issued	No	Elderly - New construction
Noquochoke Village	8	8	Leased/Issued	No	Family- New construction
Montello Welcome Home II	8	8	Leased/Issued	No	New construction. Supportive housing services- homeless preference.

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Mechanic Mill	8	8	Leased/Issued	No	Rehab.
Knitting Mills	8	8	Leased/Issued	No	New construction
Herring Brook Hill (River Street)	8	8	Leased/Issued	No	New construction
Washington Square	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Gateway Residences on Washington	8	8	Leased/Issued	No	Family - New construction mixed-use building
1129 Dorchester Avenue	8	8	Leased/Issued	No	Family and Elderly/Disabled units
1285-1291 Mass Avenue	4	4	Leased/Issued	No	Family units
14-24 Roach Street	8	8	Leased/Issued	No	Family units
32 Kent Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
48 Water Street	6	6	Leased/Issued	No	Units for homeless individuals
1202 Commonwealth Avenue	6	6	Leased/Issued	No	Units for homeless individuals
1740 Washington Street	8	8	Leased/Issued	No	Units for homeless individuals
19 Hancock Street	3	3	Leased/Issued	No	Units for homeless individuals
28 Mount Pleasant Street	2	2	Leased/Issued	No	Units for homeless individuals
430-436 Dudley Street	3	3	Leased/Issued	No	Units for homeless individuals
4-6 Ashland Street	3	3	Leased/Issued	No	Units for homeless individuals
82 Green Street	10	10	Leased/Issued	No	Units for homeless individuals
Russell Terrace	2	2	Leased/Issued	No	Units for homeless individuals
Amory Street/10 and 20 Amory Avenue	10	10	Leased/Issued	No	Family units
Boston YWCA	20	20	Leased/Issued	No	Units for homeless individuals
Marshall Place Apartments	8	8	Leased/Issued	No	Elderly/Disabled units
Pelham House	3	3	Leased/Issued	No	Elderly/Disabled units
Ruggles Assisted Living	35	35	Leased/Issued	No	Supportive services
Zelma Lacey Mishawum	20	20	Leased/Issued	No	Supportive services
Familias Unidas	8	8	Leased/Issued	No	Supportive services
Four Addresses in Arlington/Summer Broadway Bow Webster	4	4	Leased/Issued	No	Family units; 29 Bow Street, 288B Summer Street, 77 Webster Street, 222 Broadway
Harbor Cove/63 Washington Avenue	24	24	Leased/Issued	No	Supportive services
Squantum Gardens/The Moorings	39	39	Leased/Issued	No	Elderly/Disabled units
Janus Highlands	8	8	Leased/Issued	No	Family units
TILL Building	5	5	Leased/Issued	No	Family units
Coolidge School Apts.	4	4	Leased/Issued	No	Elderly/Disabled units
Doe House	5	5	Leased/Issued	No	Units for homeless individuals
Grandfamilies House	8	8	Leased/Issued	No	Supportive services
109 Gilman Street	1	1	Leased/Issued	No	Family unit
447 Concord Road	4	4	Leased/Issued	No	Family units
Capen Court	8	8	Leased/Issued	No	Elderly/Disabled units
Granite Street Housing	5	5	Leased/Issued	No	Supportive services
Renwood-PWA Ltd. Part./158 Walnut Avenue	8	8	Leased/Issued	No	Supportive services

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
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
Spencer Green	8	8	Leased/Issued	No	Family and Elderly/Disabled units
St. Polycarp I	8	8	Leased/Issued	No	Family and Elderly/Disabled units
1060 Belmont Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Spencer Row	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Capital Square Apartments	8	8	Leased/Issued	No	Family units
6 Fort Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Hearth at Olmstead Green	15	15	Leased/Issued	No	Elderly/Disabled units
Putnam Green	8	8	Leased/Issued	No	Family units
St. Polycarp-Phase II	8	8	Leased/Issued	No	Family units
75 Cross Street	8	8	Leased/Issued	No	Supportive services
Highland Terrace	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Winter Gardens	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Commonwealth Apartments	88	88	Leased/Issued	No	Expiring Use Project - Family - 88 out of 106 EVs converted to PBVs
St. Polycarp-Phase III	8	8	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - New construction of three-story building
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
525 Beach Street	7	7	Leased/Issued	No	Family and Disabled - Three units reserved for disabled - new construction of four-story building
Bellingham Hill Family Homes	7	7	Leased/Issued	No	Supportive - Individual Service Plans (ISP) tailored to tenant needs. Services vary and can include: GED, parenting classes, employment training, financial management, referrals to other provider agencies
Jackson Commons	8	8	Leased/Issued	No	Family - New construction of four-story building
Winthrop Apartments	8	8	Leased/Issued	No	Elderly - New construction of four-story building
One Beach	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction; four stories/elevator
66 Hudson at One Greenway	8	8	Leased/Issued	No	Disabled - PBV units reserved for disabled; new construction of 10-story high-rise
86 Dummer Street	2	2	Leased/Issued	No	Family - New construction of rental in a three-story building
Bedford Green Apts.	69	69	Leased/Issued	No	VASH PBV rental on VA campus

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
East Howard Street/Veterans Housing	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; new construction, one building
Kendrigan Place	8	8	Leased/Issued	No	Family - Rehab of existing six-story building
North Bellingham Veterans Home	8	8	Leased/Issued	No	Supportive Housing - Veterans preference; substantial rehab of legion post
The Flats @ 22 (formerly Standard Box Apartments)	5	5	Leased/Issued	No	Family and Disabled - Four units reserved for disabled; new construction/townhouse style
181 Washington Street	8	8	Leased/Issued	No	Family - New construction of four-story, mixed-use building
75 Amory Avenue	8	8	Leased/Issued	No	Family - New construction rental PBVs at 30% AMI
Bridgeview Center	8	8	Leased/Issued	No	Family and Disabled - New construction of mixed-use, multi-story building
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
RTH Riverway	8	8	Leased/Issued	No	Disabled - Units reserved for disabled; new construction of 10-story building
Greater Four Corners Stabilization - Pilot, Boston	2	2	Leased/Issued	No	Family - Scattered site rehab of four buildings
Kaszanek House, Malden	8	8	Leased/Issued	No	Rehab of 11-unit SRO facility with a homeless preference
Parcel 25 Phase 1A, Boston	8	8	Leased/Issued	No	Family - New construction; five-story, mixed-use building
Washington Street SRO, Malden	4	4	Leased/Issued	No	Rehab of SRO facility (three-story building) preference for disabled
Coppersmith Village Apartments, Boston	8	8	Leased/Issued	No	
220 Orchard Hill Drive	25	0	Did not Renew	No	Family and Elderly/Disabled units
1-7 Piedmont Street	3	3	Leased/Issued	No	Elderly/Disabled units
5 Benefit Street	4	4	Leased/Issued	No	Family units
9 May Street	8	8	Leased/Issued	No	Family and Elderly/Disabled units
470 Main Street	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Freedom Village	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Southgate Place	6	6	Leased/Issued	No	Family and Elderly/Disabled units
Tri-Town Landing I	8	8	Leased/Issued	No	Family units
Bowers Brook	4	4	Leased/Issued	No	Elderly/Disabled units
Fitchburg Place	8	8	Leased/Issued	No	Elderly/Disabled units
KGH Phase 4	5	5	Leased/Issued	No	Family and Elderly/Disabled units
North Village	134	134	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing; 12 townhouse-style buildings

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Water Mill (formerly Whitney Carriage)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Austin Corridor II	5	5	Leased/Issued	No	Family - Substantial rehab of six separate buildings
Hadley Building	8	8	Leased/Issued	No	Family - Historic rehab of former furniture store
Armory Street Apartments	1	1	Leased/Issued	No	Disabled - PBV unit reserved for disabled; new construction of four-unit building
Sitkowski School	8	8	Leased/Issued	No	Elderly - Substantial rehab of former school
Loft @ 30 Pines (formerly Heywood Wakefield 4)	8	8	Leased/Issued	No	Family - Substantial rehab of historic former mill
Prichard Academy	2	2	Leased/Issued	No	Family - Rehab of two four-story buildings
Tri-Town Landing	8	8	Leased/Issued	No	Family - New construction on site of former drive-in
Tri-Town Landing II	8	8	Leased/Issued	No	Family - New construction of three-story building; former drive-in
Worcester Loomworks 2	8	8	Leased/Issued	No	Family - New construction (55 units); former mill site
Fitchburg Yarn Mill	8	8	Leased/Issued	No	Family units
Ivory Keys Apartments	8	8	Leased/Issued	No	Family - Substantial rehab of historic former piano factory
Bethany Hill School	10	10	Leased/Issued	No	Family units
Baker Street	20	20	Leased/Issued	No	Family units
High Rock Homes	8	8	Leased/Issued	No	Family units
Wilber School	8	8	Leased/Issued	No	Family units
Cutler Heights	7	7	Leased/Issued	No	Family and Elderly/Disabled units
Mayhew Court	12	12	Leased/Issued	No	Family units
Old High School Commons	6	6	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
Wilkins Glen	82	82	Leased/Issued	No	Expiring Use Project - Family - 82 out of 103 EVs converted to PBVs
Benfield Farms/South Street	5	5	Leased/Issued	No	Elderly - New construction facility for the elderly
Edmands House	59	59	Leased/Issued	No	Expiring Use Project - Family - 59 out of 68 EVs converted to PBVs
McCarthy Village/Whittlesey Village	12	12	Leased/Issued	No	Family - New construction of six duplexes on surplus housing authority land
Middlebury Arms	49	49	Leased/Issued	No	Expiring Use Project - Family - 49 out of 62 EVs converted to PBVs
Coolidge at Sudbury	8	8	Leased/Issued	No	Age-Restricted (55+ older) - New construction of four-story building

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Spring Gate	181	181	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Pilot Grove Apartments II	7	7	Leased/Issued	No	Family - New construction of five townhouse buildings
Westfield Hotel	5	5	Leased/Issued	No	Supportive services
Hillside Village	16	16	Leased/Issued	No	Family units
Westhampton Senior	3	3	Leased/Issued	No	Elderly/Disabled units
Earle Street	15	15	Leased/Issued	No	Family units; supportive services
Paradise Pond Apartments	8	8	Leased/Issued	No	Family units
Village at Hospital Hill	8	8	Leased/Issued	No	Elderly/Disabled units
46-48 School Street	2	2	Leased/Issued	No	Family units
Prospect Hill	4	4	Leased/Issued	No	Family units
Sanford Apartments	5	5	Leased/Issued	No	Family units
Village at Hospital Hill II <i>Part of Phase I</i>	8	8	Leased/Issued	No	Elderly/Disabled units
Borinquen Apartments (formerly Villa Borinquen)	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Reed House Annex	8	8	Leased/Issued	No	Supportive services
580 South Summer Street	12	12	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Cumber Homes Apartments/Cumberland and Dwight	8	8	Leased/Issued	No	Family units
King Street	5	5	Leased/Issued	No	Supportive services
Tapley Court	8	8	Leased/Issued	No	Family and Elderly/Disabled units
Spring Hill	37	37	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Spring Meadow	52	52	Leased/Issued	No	Expiring Use Project - Family - 52 out of 98 EVs converted to PBVs
Westhampton Woods/Senior Housing-Phase II	2	2	Leased/Issued	No	Elderly - New construction of four duplex buildings
Ames Privilege 2	4	4	Leased/Issued	No	Family - Substantial rehab of historic mill complex
Cottage Square	8	8	Leased/Issued	No	Family - Adaptive reuse of former mill (four stories)
Highland Village	110	110	Leased/Issued	Yes	RAD (Rent Supp) - Existing Family Housing - two-story, townhouse-style buildings
Olympia Oaks	8	8	Leased/Issued	No	Family - New construction; 11 buildings
Outing Park I	94	94	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Outing Park II	81	81	Leased/Issued	Yes	RAD (Mod Rehab) - Families - Existing multi buildings
Chestnut Park Apartments	8	8	Leased/Issued	No	Family - Adaptive reuse of former church and school; 85, 95, 57-60

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
					Chestnut Street, 218 Hampden Street
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
Chapin School Veterans Housing	43	43	Leased/Issued	No	Adaptive reuse of former school for Veterans
Goshen Senior Housing, Goshen	6	6	Leased/Issued	No	Elderly - New construction
Ludlow Mill, Ludlow	8	8	Leased/Issued	No	Age Restricted (55+ older) - Adaptive reuse of historic mill building
The Kendall	8	8	Leased/Issued	No	Existing SRO; six units at 50% AMI and two units at 30% AMI
48 & 52 Franklin St & 348 Chestnut St	24	24	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Puerta de la Esperanza	27	27	Leased/Issued	No	Family - Rehab with 1, 2, and 3 BR units
Central Building	8	8	Leased/Issued	No	Substantial Rehabilitation of an historic building creating mixed-income rental units; 50 affordable, 5 market rate
The Residences at Salisbury Square	8	8	Leased/Issued	No	Family - New construction of affordable rental housing
Residences at Brighton Marine	8	8	Leased/Issued	No	New construction, family units 100% preference for veterans
General Heath Square Apartments	8	8	Leased/Issued	No	New construction, family units
North Square at the Mill District	8	8	Leased/Issued	No	New construction, family units at 30% AMI
Carter School	8	8	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 50% AMI
Moseley Apartments	6	6	Leased/Issued	No	Substantial Rehab--Adaptive Reuse, Family units at 30% AMI
Yarmouth Green	7	7	Leased/Issued	No	New construction, family housing at 30% AMI
Mechanic Mill 2017	8	8	Leased/Issued	No	Substantial Rehab-Adaptive Reuse, Family units at 30%
River Street	4	4	Leased/Issued	No	New construction elderly (60+) 1-BR units at 30%
Campbell-Purcell	8	8	Leased/Issued	No	New construction, family units at 30% AMI
Bostwick Gardens	8	8	Leased/Issued	No	New construction and Rehab, elderly, at 50% AMI
Chestnut Crossing	8	8	Leased/Issued	No	Mod Rehab, 0-BR units at 50%
Gerson Building, Haverhill	8	8	Leased/Issued	No	New construction, family housing, 70% veteran's preference at 50% AMI

Property Name	Planned Project-Based Vouchers	Actual Project-Based Vouchers	Planned Status at End of FY 2020*	RAD?	Description of Project
Mashpee Wampanoag Housing	8	8	Leased/Issued	No	New construction, family housing, 30% AMI
Olmsted Green 100	8	8	Leased/Issued	No	New construction, family housing at 50% AMI
	3,529	3,504	Planned Total Existing Project-Based Vouchers		

**Figures in “Planned” column should match the corresponding Annual MTW Plan*

*** Select “Status at the End of Plan Year” from Committed, Leased/Issued*

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

The difference between planned and actual existing PBVs is as a result of the owner’s decision not to renew the PBV contract at 220 Orchard Hill Drive which was for 25 units.

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

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

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

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

B. Leasing Information

i. Actual Number of Households Served

DHCD provided housing assistance to approximately 20,721 households in FY 2020 through the HCV MTW program.

Table 3: MTW Households Served Planned vs. Actual

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	N/A	N/A	N/A	N/A
MTW HCV Utilized	243,156	247,329	20,263	20,611
Local, Non-Traditional: Tenant-Based	6,684	1,320	557	110
Local, Non-Traditional: Property-Based	0	0	0	0
Local, Non-Traditional: Homeownership	0	0	0	0

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned	Actual	Planned	Actual
Planned/Actual Totals	249,840	248,649	20,820	20,721

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

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

Describe any differences between the planned and actual households served:

The number of households served by MTW HCV was higher than planned as there was less turnover than anticipated in FY 2020. MTW HCV utilized vouchers include MTW tenant based and project based vouchers, RAD units, preservation units, portable vouchers, Tenant Protection Vouchers, One Year Mainstream Vouchers, and post-2008 FUP vouchers.

DHCD used the HUD required methodology to calculate Planned Number of Unit Months Occupied/Leased; however, DHCD did not expect all local, non-traditional households to be leased/relocated or all subsidies to be paid for all 12 months of the plan year. Accordingly, the local non-traditional program leasing numbers were lower than planned as construction on the projects related to Expanding Housing Opportunities and Affordable Housing Preservation and Development was delayed due to the construction restrictions imposed by COVID-19. In FY 2020, DHCD redesigned the RAFT/ERMA program to prevent displacement and homelessness due to rent and mortgage arrears caused by declared economic and health emergencies. As this activity was not revised until the latter half of FY 2020, RAFT/ERMA subsidies were not issued in FY2020. Enrollment in the Mass Student Housing Security Pilot did not begin in FY 2020 and as such, vouchers were not utilized.

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

Table 4: Local, Non-Traditional Housing Programs

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households Served*	
		Planned	Actual	Planned	Actual
Tenant-Based	Family Economic Stability Program (FESP)	576	708	48	59
Tenant-Based	Youth Transition to Success Program (YTTSP)	684	612	57	51
Tenant-Based	Expanding Housing Opportunities: Relocation Assistance	3,744	0	312	0
Tenant-Based	Residential Assistance for Families in Transition (RAFT)/Emergency Rental and Mortgage Assistance (ERMA)	1,680	0	140	0

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased*		Number of Households Served*	
		Planned	Actual	Planned	Actual
Tenant-Based	Massachusetts Student Housing Security Pilot	0	0	0	0
Property-Based	Affordable Housing Preservation and Development Fund	0	0	0	0
Homeownership	NA	N/A	N/A	N/A	N/A
	Planned/Actual Totals	6,684	1,320	557	110

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

Table 5: Local, Non-Traditional Service Programs

Households Receiving Local, Non-Traditional Services Only	Average Number of Households Per Month	Total Number of Households in the Plan Year
Residential Assistance for Families in Transition (RAFT)/Emergency Rental and Mortgage Assistance (ERMA)	0	0
Support for Secure Jobs Initiative (Services Only)	43	513
Launch	26	308
A Better Life Program Model	25	294

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

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A
MTW Housing Choice Voucher	DHCD did not experience any leasing-related issues in FY 2020.
Local, Non-Traditional	<p>DHCD used the HUD required methodology to calculate Planned Number of Unit Months Occupied/Leased; however, DHCD did not expect all local, non-traditional households to be leased/relocated or all subsidies to be paid for all 12 months of the plan year.</p> <p>Additionally, the local non-traditional program leasing numbers were lower than planned as construction on the projects related to Expanding Housing Opportunities and Affordable Housing Preservation and Development were delayed due to the construction restrictions imposed by COVID-19.</p> <p>As a result of COVID-19, DHCD reversed the close-out of the Residential Assistance for Families in Transition (RAFT) activity. In FY 2020, DHCD completed planning for this activity, but did not yet serve any households.</p>

Housing Program	Description of Actual Leasing Issues and Solutions
	Enrollment in the Mass Student Housing Security Pilot did not begin in FY 2020 and as such, vouchers were not utilized. Outreach and enrollment will begin for the 2020-2021 school year.

C. Wait 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 Open, Partially Open or Closed	Was the Waiting List Opened During the Plan Year?
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	Other	36,464	Open	Yes
Tenant-Based Local Non-Traditional MTW Housing Assistance Program	Other	218	Open	Yes

Describe any duplication of applicants across waiting lists:

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

ii. Actual Changes to Waiting List in the Plan Year

Waiting List Name	Description of Actual Changes to Waiting List
Federal MTW Housing Choice Voucher Program, Federal Non-MTW Housing Choice Voucher Units	<ul style="list-style-type: none"> In FY 2020, DHCD began issuing 89 new Mainstream (Section 811) vouchers. To date, approximately 50% of these vouchers have been issued. Additionally, DHCD completed a purge of their HCV waiting list in FY 2020. DHCD sent out approximately 120,000 notices to applicants requesting they respond to indicate their continued interest. Based on their response, DHCD updated applications to reflect the applicants' interest. The purge resulted in the withdrawal of 96,830 applications, which reduced the waiting list to 36,464 as of the end of FY 2020.

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	1
49% - 30% Area Median Income	4
Below 30% Area Median Income	6
Total Local, Non-Traditional Households Admitted	11

ii. Maintain Comparable Mix

Table 8: Baseline of 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	6170	0	6170	31%
2 People	NA	4694	0	4694	24%
3 People	NA	4323	0	4323	22%
4 People	NA	2673	0	2673	14%
5 People	NA	1223	0	1223	6%
6+ People	NA	664	0	664	3%
Totals	NA	19747	0	19747	100%

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

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%	8252	40%	9%
2 People	24%	5285	25%	1%

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
3 People	22%	3712	18%	-4%
4 People	14%	2149	10%	-4%
5 People	6%	950	5%	-1%
6+ People	3%	521	2%	-1%
Totals	100%	20,869	100%	

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

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

The percentage of families in 1 BR units increased similarly (9%) in FY 2020 to the increases seen in FYs 2018 and 2019. This increase continues to be the result of the number of families aging in place and an increase in disabled veterans.

The variance in households served shown in Tables 3 and 9 is due in part to the methodology used to populate each table. Table 3 represents the total number of unit months leased divided by 12, and therefore is an average of total households served; Table 9 represents all households that have been served through the fiscal year.

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

Table 10: Transition to Self Sufficiency

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Definition of Self Sufficiency
Support for the Secure Jobs Initiatives: Vouchers and Services, Activity 2018-3	12	Participants who have secured subsidized or market rate housing.
Support for the Secure Jobs Initiatives: Services Only, Activity 2018-4	62	Participants leaving the program outside of termination
A Better Life Program Model, Activity 2018-5	0	Graduation upon completion of the service plan
Family Economic Stability (FES) Program, Activity 2000-1	14	Graduation from the FES Program
Multi-Year Recertifications, Activity 2011-4	37	Households who were EOPd at zero HAP
Youth Transition to Success Program (YTTSP), Activity 2011-5	4	Graduation from YTTSP Program
Family Self Sufficiency (FSS) Program Enhancements, Activity 2012-5	87	Graduation from FSS Program

MTW Activity Name/Number	Number of Households Transitioned to Self-Sufficiency*	MTW PHA Definition of Self Sufficiency
Rent Simplification, Activity 2015-1	37	Households who were EOPd at zero HAP
Launch, Activity 2019-1	0	Program exit for reasons other than termination of subsidy
Massachusetts Student Housing, Security Pilot 2020-1	0	Graduation from college
	37	Households Duplicated Across MTW Activities
	216	Total Households Transitioned to Self Sufficiency
*Figures should match the outcome reported where metric SS#8 is used in Section IV of this MTW Annual Report		

DHCD has indicated that it does not believe the Self-Sufficiency metrics are applicable to the Support for Secure Jobs, A Better Life Program and/or the Rent Simplification activities; however, HUD has required their use. There are 37 households duplicated in the Biennial Recertification Activity.

III. Proposed MTW Activities

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

IV. Approved MTW Activities

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

A. Implemented Activities

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

Approval and Implementation

- Approved FY 2000
- Implemented FY 2001

Description/Update

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

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

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

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 does 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 reviews and adjusts subsidy levels for consistency with housing costs and has raised fixed subsidies for both new and existing FES participants. In FY 2020, DHCD continued to review expansion of support funds to include incentive payments for completion of goals such as retaining

employment, removal from TANF or completion of a job-training program. Incentives payments are part of the \$1,800 year cap.

To date, Metro Housing|Boston in Boston, MA is the only RAA that operates the FES Program. Metro Housing|Boston served 59 households in their FES Program in FY 2020. At the close of the fiscal year, the FES Program waitlist includes 218 households.

Impact

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

The FES Program had 59 participating families during the fiscal year. Fourteen (14) participants graduated during the FY 2020 and 11 new families enrolled. Four (4) families were terminated during FY 2020 for non-compliance. Of the families participating in FES, 78% have savings with an average savings of \$3,258 and 56% have accumulated escrow with an average escrow of \$1,292. Ninety-two (92)% of participating families have earned income, an increase of seven percentage points from FY 2019 representing an average earned income of \$38,705. Three FES households purchased homes in FY 2020.

The following success story from a FES Program participant illustrates the beneficial impact of case management and supportive services, which are integral components of the program:

A recent graduate had enrolled in the FES Program with the goal of increasing her earnings so that she could support her two daughters, who had started college. At the time she enrolled, she had recently been laid off and had no savings. But over the five years she participated in FES, she was able to secure a job, significantly increase her income, and save over \$13,000. Not only did she increase her salary at her full-time job, but also began providing private tutoring for extra income. With her increased income and considerable savings, she was able to purchase and move into a new home.

In FY 2020, five (5) households requested a hardship exemption from the reduction in subsidy dictated by program design, and four (4) households were granted the exemption. Upon HUD approval, DHCD also implemented several changes to the hardship policy in response to the economic/health emergency caused by the COVID-19 pandemic:

- Five (5) participating families requested that their subsidy be temporarily returned to their enrollment subsidy level after a job loss. Four (4) requests were approved.
- One (1) participating family requested and was approved to waive the restriction on use of support funds in the event of a job loss.
- Four (4) participating families requested a six-month extension of rental subsidy due to a loss of earned income. Three (3) requests were approved.

Actual Non-Significant Changes

In FY 2020, DHCD implemented the following non-significant changes:

Eligibility Modifications

- Eliminated receipt of TANF and SNAP benefits as an eligibility requirement during the 12 months prior to program application. This change remains in effect permanently.
- Required that 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. This change may remain in effect permanently.

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

Upon HUD approval, DHCD implemented the following hardship changes, which are related to hardships caused by economic/health emergency as declared by the Governor or his/her designee and are only applicable during such emergencies.

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

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD paused recruitment and enrollment for the FES Program in March 2020, as a result of the economic/health emergency caused by the COVID-19 pandemic. Additionally, as a result of the

economic impact of COVID-19, the average escrow balance for participating households decreased.

Metrics

CE #4: Increase in Resources Leveraged*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$0.00	\$0.00	N/A
* This metric has been required by HUD. DHCD does not leverage funds in connection with this activity and does not consider this metric applicable to this activity.				
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$18,937	\$27,957	\$38,705	Yes
*This metric represents the average earned income of households with earned income.				
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	\$1,914	\$1,292	No
Average amount of savings of households affected by this policy in dollars (increase).	\$0.00	\$381	\$3,258	Yes
*This metric represents the average escrow/savings for families with savings and/or escrow.				
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	54 participants	Yes
	99% of participants	80% of participants	92% of participants	
Enrolled in an Educational Program or Job Training*	0 participants	8 participants	8 participants	No
	0% of participants	16% of participants	14% of participants	
*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	6 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	48 households	59 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).	\$450 in FY 2015	\$1,133	\$942	Yes
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$473 in FY 2015	\$674	\$841	Yes
<i>*Represents Average Tenant Rent to Owner.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	0 households	14 households	Yes
<i>*Self-sufficiency is defined as graduation from the FES Program.</i>				
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	4 households*	No
<i>*Includes all FES families who moved during FY 2020 with payment standard increased for each move.</i>				
HC #6: Increase in Homeownership Opportunities				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	0 households	0 households	3 households	Yes

Activity 2010-2: Payment Standard Exceptions

Approval and Implementation

- Approval FY 2010
- Implementation activities began in FY 2010

Description/Update of MTW Activity

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

This policy is utilized without regard to the percentage increase requested over the payment standard. Generally, DHCD does 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. In FY 2020, DHCD received two (2) requests for reasonable accommodation payment standard exceptions.

Impact

In FY 2020, DHCD received two (2) requests for reasonable accommodation (RA) payment standard (PS) exceptions. DHCD approved one of those requests. DHCD received fewer RA PS exception requests compared with prior years, which may be a result of increases to Fair Market Rents made effective in 2020.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

This metric reflects the number of requests for payment standard exceptions that DHCD received and approved. In FY 2020, DHCD received only two (2) requests for payment standard exception.

Metrics

<i>HC #5: Increase in Resident Mobility*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households	1 household	No

CE #1: Agency Cost Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Total cost of time prior to implementation: \$82 Time to process request: 1.5 hours FY 2011 Requests: 3 Staff hourly rate: \$18.17	Total cost of time after implementation: \$79 Time to process request: .75 hours Requests: 5 Staff hourly rate: \$21.00	Total cost of completing task: \$16 Time to process request: .75 hours Requests: 1 Staff hourly rate: \$21.77	Yes
CE #2: Staff Time Savings*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Time to process request: 1.5 hours FY 2011 Requests: 3 Total time prior to implementation: 4.5 hours	Total time after implementation: 3.75 hours Time to process request: .75 hours Requests: 5	Total time to process request: .75 hours Time to process request: .75 hours Requests: 1	Yes
<i>*These metrics include payment standard exception requests that were granted as a reasonable accommodation.</i>				

Activity 2010-3: Owner Incentive Fund

Approval and Implementation

- Approved FY 2010
- 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 piloted by the Berkshire Housing Development Corporation (BHDC) since inception. Participating owners are eligible for a flat fee financial incentive payable over the first year of the HAP contract, provided that their unit is compliant with HQS at all times during this initial term. At the end of the first year under HAP contract, owners are eligible for an additional one-time payment under certain conditions.

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 2020, DHCD provided incentives to four (4) owners for four (4) units. All four (4) of these units were upgraded from a "C" to a "B" grade. Three (3) new owners were added to the HCV Program in FY 2020. No new accessible units were brought on to the program in FY 2020. DHCD will continue to look for ways to expand this activity and conduct outreach to increase the number of units leased in underserved neighborhoods. DHCD did not make adjustments to program criteria and/or payment amounts in FY 2020.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

New owner participation fell compared to the prior fiscal year as the economic/health emergency caused by the COVID-19 pandemic impacted the owner ability to upgrade units as well as owner potential to bring new rental units on the program.

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	5 households	4 households	No

Activity 2010-4: Development of Local Forms

Approval and Implementation

- Approved FY 2010
- 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 local versions of the PBV HAP and AHAP forms to incorporate relevant MTW provisions. The revised forms have been implemented at all new expiring use projects. Additionally, DHCD has implemented its local versions of the FSS Contract of Participation and Individual Training and Service Plan to reflect DHCD’s MTW FSS Program. While the new FSS forms do not result in Agency savings, they more accurately reflect DHCD’s MTW FSS Program.

In FY 2020, DHCD also implemented a local version of the Privacy Act and Release Form to reflect DHCD’s biennial and triennial recertification cycles. DHCD will continue to look for new ways to streamline processing and enable greater staff efficiency while maintaining required data elements and transparency. The MTW Authorization Exhibit was created in FY 2020 and is used to reflect MTW authorizations that are in place and that may supersede elements of the HUD HAP contract.

Impact

The local Privacy Act and Release Form has streamlined the verification process and reduced redundancies by aligning the effective dates with recertification cycles. DHCD will continue to explore opportunities to streamline and develop new local forms.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD achieved significant cost and time savings on a per-task basis. Both the total cost and time required were higher than the benchmark primarily because more PBV HAP contracts were executed than anticipated.

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 prior to implementation: \$400 HAP Contracts executed in FY 13: 11 Time to Prepare HAP contract prior to implementation: 2 hours Average hourly wage: \$18.17	Total cost after implementation: \$53 Expected HAP Contracts executed in FY 2020: 10 Time to Prepare HAP contract after implementation: .25 hours Average hourly wage: \$21	Actual total cost: \$131 Actual HAP Contracts executed in FY 2020: 24 Time to Prepare HAP contract after implementation: .25 hours Average hourly wage: \$21.77	No
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total staff time required prior to implementation: 22 hours HAP Contracts executed in FY 13: 11 Time to Prepare HAP contract prior to implementation: 2 hours	Total staff time required after implementation: 2.5 hours Expected HAP Contracts executed in FY 2020: 10 Time to Prepare HAP contract after implementation: .25 hours	Actual total staff time required: 6 hours Actual HAP Contracts executed in FY 2020: 24 Time to Prepare HAP contract after implementation: .25 hours	No

Activity 2011-2: Supporting Neighborhood Opportunity in Massachusetts

(Formerly Your Choice Program & Opportunity Neighborhoods)

Approval and Implementation

- Approved FY 2011
- Implementation activities began in FY 2018

Description/Update of MTW Activity

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 improved educational systems, job opportunities, social services and other opportunities in the expectation that over time their need for housing and other subsidies will abate or diminish.

Existing participants and/or new voucher holders interested in moving into these areas are provided with case management support both before and after the move through the participating RAAs. Other incentives may be provided based on family needs and budget availability such as transportation assistance, childcare referrals, training stipends, etc. Families receive 2 years of post-move support to ensure that they have a smooth transition to their new neighborhood and are connected to relevant resources.

The Supporting Neighborhood Opportunity in Massachusetts activity allows participants in this program to utilize Small Area Fair Market Rents (SAFMR) to assist with higher rents in opportunity neighborhoods. Additionally, DHCD may offer longer housing search periods, down-payments and security deposit assistance to support moves to opportunity neighborhoods.

As part of the planning efforts for this activity, in FY 2018 DHCD conducted an analysis of current voucher holder locations, rental market data and opportunity neighborhoods and selected two RAAs to begin a pilot program under this activity. In FY 2020, DHCD completed implementation of the SNO Mass at the two pilot sites: Community Teamwork Inc. (CTI) in Lowell and Way Finders in Springfield. With two full-time employees in each region, these pilot sites actively recruited new participants and provided case management support to enrolled participants.

DHCD also began to expand SNO Mass statewide in FY 2020, engaging the other RAAs in planning and hiring program staff. Participant recruitment will begin early in FY 2021; and DHCD anticipates that statewide implementation will be complete later in the fiscal year.

Impact

In FY 2020, RAAs provided orientation to 207 interested households, enrolled and provided counseling to 78 households, and ultimately leased up 19 households in identified opportunity neighborhoods.

A success story from a SNO Mass Program participant demonstrates how moving to areas of opportunity can impact the voucher holder and their family. Here is her story:

A mother of two children was able to avoid homelessness with her Housing Choice Voucher but felt there were few options for leaving her high-crime neighborhood, where she was worried about her children's safety and well-being. With support from SNO Mass staff, she was able to find and move into a home in a nearby suburb with lower crime and better schools. She is relieved to see her children thriving in her new neighborhood, and no longer worries about their safety when they play outside or wait for their school bus. She has started to map plans for the future, working to obtain her driver's license and considering plans to open her own business. Her children are thriving at their new school and are focused on learning and planning for the future.

Actual Non-Significant Changes

There were no significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The economic/health emergency caused by the COVID-19 pandemic has caused a delay in full implementation of the SNO Mass Program statewide, as hiring new staff and recruiting program participants is much more challenging. In addition, the COVID-19 pandemic has created challenges to enrolling participants and supporting them through their housing search. Both pilot sites have begun implementing changes to overcome these obstacles, including conducting virtual housing search workshops for participants and actively engaging larger existing property managers to help increase housing options for participants.

Another challenge to the successful implementation of the SNO Mass Program is the shortage of affordable rental units in the SNO Mass Opportunity Areas. Many of the Opportunity Areas have very limited rental housing stock, and the rental units that do exist are often above both DHCD's regular payment standard and the Small Area FMR. This has made housing search challenging for SNO Mass staff and participants

Metrics

<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark*	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	20 households	19 households	No
<i>*While RAAs will provide outreach to 200 households, DHCD expects only 20 households will move/lease up a unit in a better neighborhood as a result of the program.</i>				
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark**	Outcome	Benchmark Achieved?

Number of households receiving services aimed to increase housing choice (increase).	0 households	200 households	207 households	Yes
** RAAs expect to provide outreach and information on the program to 200 households.				

Activity 2011-4: Multi-Year Recertifications

(Formerly Biennial Recertification Process)

Approval and Implementation

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

Description/Update

Under this initiative, the following recertification policies apply:

- Allow biennial recertifications for all MTW households;
- Allow triennial recertifications for elderly/disabled households where the sole source of all household income is from fixed income sources, i.e. SS, SSI or pension. An elderly or disabled household whose only other members are dependents (not including full-time students) is eligible;
- Limit the number of voluntary interim recertifications that an MTW family may complete between regular biennial recertifications to two. Required interim recertifications do not count against the limit. Elderly and disabled households, as well as households who live in an Expiring Use project on the conversion date and select a PBV, and FSS households, are exempt from this provision and are able to complete an interim recertification at any time; and,
- Any household that believes they would benefit by an annual recertification may request an annual income recertification. If a household has requested and is approved for an annual recertification frequency, DHCD will allow one voluntary interim recertification between annual recertifications.

This initiative is fully implemented. In FY 2020, DHCD continued the biennial recertification process, implemented the triennial recertification frequency for fixed income households and modified this activity to reflect the impact of the COVID-19 health crisis including a temporary removal of the limit on voluntary interim recertifications and permanent removal of the limit on voluntary interim recertifications for families in the SNO Mass program.

Impact

DHCD continues to benefit from overall cost and time savings for processing biennial recertifications. Additionally, households benefit as they do not have to report increases in income between regular recertifications. Accordingly, average earned income for work-able households exceeded the benchmark again in FY 2020 and increased 3% over FY 2019.

The limit on voluntary interim recertifications was lifted during FY 2020 as a result of an economic/health emergency caused by the pandemic. Prior to the implementation of this change, no households had requested an exemption from the limit on interim recertification. Additionally, DHCD received no requests for exemption from the biennial recertification frequency in exchange for an annual frequency in FY 2020.

Actual Non-Significant Changes

In May 2020, DHCD implemented a triennial recertification cycle for elderly/disabled households where the sole source of all household income is from fixed income sources, i.e. SS, SSI or pension. Eligible households are being notified at their biennial recertification anniversary that their recertification is being converted to a triennial recertification frequency. DHCD is not updating income or rent at the biennial anniversary. The next regular recertification is now three years from the date of the last regular recertification; however, fixed income households are still able to request an interim rent reduction in the event of a decrease in income.

Limit on Voluntary Interim Recertifications: DHCD received approval in 2011 to establish a limit on voluntary interim recertifications and then modified this activity in FY 2020 to reflect the following changes:

- As a result of the economic/health emergency declared by the Governor or his/her designee, DHCD temporarily lifted the limit on voluntary interim rent reductions for non-exempt families. DHCD will make determinations as to when to re-impose the limit.
- DHCD permanently exempted families in the SNO Mass Program from the limit on voluntary interim recertifications. Currently elderly/disabled and FSS families are exempt from the limit.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The actual number of households who left the program at \$0 HAP was not as high as planned due to tight rental markets and the economic downturn caused by COVID-19. Additionally, DHCD did not meet the benchmark for CE #1 and CE #2 as triennial recertifications were implemented at the end of the fiscal year. However, the number of regular recertifications did decrease from 9,321 in FY 2019 to 8,762 in FY 2020.

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	Anticipated Total Cost of Activity in FY 2020: \$391,844 Anticipated Number of Recertifications:	Actual Total Cost of Activity in FY 2020: \$429,196 Actual Number of	No

	Time per Recertification: 2.5 hours Average Hourly Staff Rate: \$18.17	8,293 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$21.00	Recertifications: 8,762 Time per Recertification: 2.25 hours Average Hourly Staff Rate: \$21.77	
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**Accounts for cost savings from Biennial/Triennial Recertifications and Rent Simplification.*

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 Number of vouchers: 20,298 Time per Recertification: 2.5 hours	Anticipated Total Time Spent on Activity in FY 2020: 18,659 hours Anticipated Number of Recertifications: 8,293 Time per Recertification: 2.25 hours	Actual Total Time Spent on Activity in FY 2020: 19,715 Actual Number of Recertifications: 8,762 Time per Recertification: 2.25 hours	No

**Accounts for time savings from Biennial/Triennial Recertifications and Rent Simplification.*

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).	\$19,058	\$21,871	\$26,704	Yes

**Accounts for time savings from Biennial Recertifications and Rent Simplification.*

***Represents average earned income for workable households.*

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Employed Part-Time or Full-Time	5,019 households in FY 2011	3,688 households	5,239 households	Yes
	54% of work-able households	40% of work-able households	60% of 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).	2,920 households in FY 2011	2,150 households	1,642 households	Yes

<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	110 households	37 households	No
<i>*Households that were EOPd at zero HAP.</i>				

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

Approval and Implementation

- Approved FY 2011
- Implemented FY 2013

Description/Update

DHCD initially designed and implemented a time-limited program to provide continued support to and build upon the successes of youth currently participating in its Family Unification - Aging Out of Foster Care Program that are facing the expiration on their subsidy. As the demand for FUP vouchers continued to grow, DHCD has expanded the YTTSP Program throughout the years. YTTSP now 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.

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;
- 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;
- 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 provides participants with:

- A flat rental subsidy that steps down annually by 15% after the first two years. Thereafter, the subsidy will decrease 15% per year for the remaining 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.

Impact

Since inception and through the end of FY 2020, twenty-two (22) participants have graduated. Four (4) participants graduated in FY 2020. Two notable success stories in FY 2020 illustrate the impact of the program on its participants:

- A FUP AOP participant was successfully referred to YTTSP and was able to maintain their housing and enrolled in college while working since joining YTTSP.
- At Metro Housing Boston, three (3) participants were able to earn more than 80% AMI and graduated early.

In FY 2020, DHCD implemented several changes in response to the economic/health emergency caused by the pandemic, including changes to the hardship policy during this emergency.

- Two (2) participants requested and were approved for a hardship so that their rent subsidy was not be reduced in year three.
- One (1) participant requested and was approved to use support funds for rent share due to a 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.

In FY 2020, DHCD served a total of 51 households.

Actual Non-Significant Changes

DHCD revised the eligibility requirements for FUP AOP and College Referrals to include individuals who have completed 9 college level credits, but did not complete a full year of college. This allows 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.

All of the activity changes outlined below became effective in FY 2020 in response to the economic/health emergency as declared by the Governor; however, these activity changes are only applicable during such emergencies.

Program Extensions

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

Employment Requirements

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

College Enrollment/Job Training Enrollment

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

Hardship Policy Changes

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

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

Referrals were paused beginning in March 2020 due to the economic/health emergency caused by the COVID-19 pandemic. Though referrals resumed in the late May, enrollment levels were impacted.

Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0.00	\$380,000*	\$478,000	Yes
*This number is tied to the number of participants and assumes an increase in participation in FY 2020.				
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).	\$9,492 for current YTTSP participants at time of enrollment	\$10,012	\$27,755	Yes
*Where participants enroll in school and reduce hours worked, this benchmark may be overstated.				
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 (increase).	\$0	\$680 savings	Not available*	N/A
This data is not available for this program.				
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	34 participants	41 participants	Yes
	100% of participants	60% of participants	80% of participants	
Unemployed	0 participants	40 participants	12 participants	Yes
	0% of participants	70% of participants	24% of participants	
Employed Part-Time or Full-Time	7 participants	17 participants	39 participants	Yes
	100% of participants	30 % of participants	76% of participants	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	0 households	4 Households	0 households	Yes
SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?

Number of households receiving services aimed to increase self-sufficiency (increase).	0 households	57 households	51 households	No
<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	3 households	4 households	Yes
<i>*Self-sufficiency is defined as graduation from the YTTS Program.</i>				
<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	57	51 households	No

Activity 2012-1: MTW Utility Allowances

Approval and Implementation

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

In FY 2020, DHCD reviewed the rates for heat and found the existing rates do not warrant an update to the utility schedule for heat.

Impact

In FY 2020, DHCD received six (6) requests for utility allowance reasonable accommodations. Five (5) of these requests were approved.

Actual Non-Significant Changes

There were no significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The number of QC reviews decreased in FY 2020 due to the difficulties inherent in accessing files due to the COVID-19 pandemic. The increase in error rate is in part due to the decrease in the file sample. Additionally, FY 2020 was the first full year using DHCD's new housing software, which also impacted the data entry process and ultimately UA errors. DHCD anticipates that this error rate will decrease in FY 2021.

Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$31,476,912	\$22,547,940	\$21,474,480	Yes
<i>CE #2: Staff Time Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	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	Actual total staff time after implementation: 1,330 hours Time required to calculate UA: 5 minutes Actual number of UAs: 15,954	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%	8%	No
<i>CE #5: Increase in Agency Rental Revenue*</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	\$382 per household in FY 2014	\$326 per household	\$363	Yes
*DHCD does not have any rental revenue and has been instructed by HUD to report on Average Tenant Rent to Owner.				

Activity 2012-4: Expiring Use Preservation Initiative

Approval and Implementation

- Approved FY 2012
- Implemented FY 2013

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 2020, DHCD did not add any additional developments to its expiring use or RAD inventory. To date, DHCD has 9 expiring use contracts with a total of 546 units under HAP contract. Additionally, DHCD has completed 8 Rental Assistance Demonstration (RAD) conversion projects and currently provides a subsidy for 825 units under this program.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

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. DHCD remains optimistic that HUD will continue to consider DHCD for future administration of RAD and expiring use contracts.

Metrics

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0 housing units	1,371 housing units*	1,371 housing units*	Yes
<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 and does not include any additional units for FY 2020.</i>				

Activity 2012-5: Family Self Sufficiency Program Enhancements

Approval and Implementation

- Approved FY 2012
- Implemented FY 2013

Description/Update

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

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

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

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

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

To encourage the goal of homeownership for applicable households in the FSS Program, DHCD obtained approval to modify its current FSS Program to allow certain households to define a path to homeownership by utilizing individualized homeownership education, financial coaching and a modified savings/escrow component. In FY 2020 DHCD developed the policies for what will be called the FSS Savings Match Homeownership Program (SMHP) and also began work on a tracking and calculation tool to monitor both escrow and the matched savings. The FSS SMHP will be implemented in the 2nd quarter of FY 2021.

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. In 2020, DHCD continued to implement the previously approved goal-specific incentive payments as well as the matched savings homeownership incentive. One hundred and eight (108) new households joined the FSS Program in FY 2020.

Impact

In FY 2020, 108 households joined the FSS Program and 87 households graduated. DHCD provided eleven (11) FSS graduating households with a \$5,000 homeownership incentive payment in FY 2020. 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 achievements are outlined below.

- Eighty-seven (87) households graduated from the FSS program in FY 2020, and of those graduates 78% had accumulated escrow.
- Fourteen (14) FSS households purchased a home.
- At the close of the FY 2020, 111 households were enrolled in education/training program.
- Seventeen (17) households included FSS participants who graduated from education/training programs.

Some of the FSS success stories for FY 2020 are summarized below:

- A survivor of domestic violence joined the FSS Program with the goal of purchasing a home for herself and her young autistic son. She was able to find a new job and prepare for homeownership through first-time homeowner classes and a growing escrow account. Despite an accident that totaled her car, she has been able to overcome many challenges and make progress towards her goal of homeownership, receiving a promotion and raise at her job as well as increasing her credit score to over 800.
- A recent graduate joined the FSS Program with the goal of improving her earnings and credit score. With support from her case manager, she found a higher paying job and was able to increase her credit score by almost 200 points. She plans to use her savings and the FSS homeownership incentive payment to purchase a home.
- Enrolling in the FSS Program in 2014, another recent graduate was able to double her earned income during her time in the program, now earning a salary of over \$50,000 as a medical interpreter. After graduating from FSS in the fall of 2019, she was able to purchase her first home.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

During the last quarter of the fiscal year, enrollment and engagement were impacted as a result of the economic/health emergency caused by the COVID-19 pandemic. Metrics related to subsidy and tenant rent were also affected by the pandemic, as it created challenges for households to increase their income and, in turn, increase their contributions towards housing assistance.

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	\$31,660	Yes
Represents average earned income for work-able (non-elderly and non-disabled) 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	\$3,915	\$5,033	Yes
*Average escrow for those with escrow				
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome*	Benchmark Achieved?
Unemployed	501 households	278 households	218* households	Yes
	57% of households	29% of work able households	28% of work able households	
Employed Part-Time or Full-Time	372 households	669 households	550* households	Yes
	43% of households	71% of work able households	72% of work able households	
*Includes work-able (non-elderly and non-disabled) 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	64 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	947 households	928 households	No
<i>* Includes all households enrolled in FSS</i>				
SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$931 in FY 2014	\$908	\$1,097	No
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$388 FY 2014	\$570	\$513	No
<i>*Represents Average Tenant Rent to Owner.</i>				
SS #8: Households Transitioned to Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0 households	75 households	87 households	Yes
<i>*Self-sufficiency is defined as graduation from the FSS program.</i>				

Activity 2015-1: Rent Simplification

(Changes to Activity 2012-2)

Approval and Implementation

- Approved FY 2012
- Implemented FY 2012
- 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; and,
- Streamlined approach for calculation of unreimbursed medical expenses by using the prior year's paid, unreimbursed medical expenses plus prospective medical insurance premiums. Over-the-counter medications must be accompanied by a physician's prescription and paid receipt.

In addition to the provisions above, there are number of rent simplification policies, which HUD has approved and DHCD had not implemented as of the end of FY 2020:

- 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;
- Application of payment standards based on Small Area FMRs.

Impact

The outcomes in FY 2020 indicate that benchmarks relating to self-sufficiency were achieved for household income (SS #1), positive outcomes in employment status (SS #3), removal from TANF (SS #4), and tenant rent to owner (SS #7). In addition, the number of households that ended participation at zero HAP increased by 54% as compared with FY 2019.

Actual Non-Significant Changes

In FY 2020, DHCD modified the rent simplification policy related to payment standards. When households on biennial or triennial recertification cycles have interim recertifications related to increases in contract rents, DHCD applies 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 does not update the payment standard at the interim recertification and waits until the next regular recertification to update the payment standard. This change resulted in a decreased rent burden for households where the increase in contract rent, without a corresponding increase in the payment standard, caused an increase in the family share of rent. Where households could not afford the additional rent burden, they may have been forced to move, which is an expensive and administratively burdensome process.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The average subsidy continues to be higher than forecasted; a trend which may continue in light of the COVID-19 pandemic. Additionally, the number of households who moved to better areas was also lower than anticipated as a result of the constraints placed on families due to the pandemic. The rent error rate was slightly higher than the benchmark; however, the number of files reviewed for rent errors was substantially less than planned as a result of the challenges placed on accessing files for QC reviews during the COVID-19 pandemic. DHCD was also not able to meet the benchmark for SS #8; however, between FY 2019 and FY 2020, there was a 54% increase in the number of households who left the program at zero HAP.

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 in FY 2020: \$391,844** Anticipated Number of Recertifications: 8,293 Time per Recertification: 2.25 hours	Actual Total Cost of Activity in FY 2020: \$429,196 Actual Number of Recertifications: 8,762 Time per Recertification: 2.25 hours	No

		Average Hourly Staff Rate: \$21.00	Average Hourly Staff Rate: \$21.77	
<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 #2: Staff Time Savings				
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 Time per Recertification: 2.5 hours	Anticipated Total Time Spent on Activity in FY 2020: 18,659 hours** Anticipated Number of Recertifications: 8,293 Time per Recertification: 2.25 hours	Actual Total Time Spent on Activity in FY 2020: 19,715 Actual Number of Recertifications: 8,762 Time per Recertification: 2.25 hours	No
<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%	21%	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	\$326	\$363	Yes
<i>*DHCD does not have any rental revenue and has been instructed by HUD to report on average tenant rent to owner.</i>				
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	1,000	442	No
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).	\$19,058	\$21,871	\$24,558	Yes
<i>*Represents MTW households with earned income.</i>				
SS #3: Increase in Positive Outcomes in Employment Status*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	3,850 Households	5,802 Households	3,545 households	Yes
	43% of Households	60% of Households	40% of households	
Employed Part-Time or Full-Time	5,164 Households	3,868 Households	5,239 households	Yes
	57% of Households	40% of Households	60% of households	
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity. Represents work-able households.</i>				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	2,316 Households on TANF in FY 2015	2,150 Households	1,642 households	Yes
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
SS #5: Households Assisted by Services that Increase Self Sufficiency*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	913 Households Total Number of FSS households	947 Households	928 households	No
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
SS #6: Reducing Per Unit Subsidy Costs for Participating Households*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	\$870 FY 2015	\$900	\$1,093	No
<i>*HUD is requiring the use of this metric; however, DHCD does not believe it is applicable in this context of this MTW activity.</i>				
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	\$382	\$326	\$363	Yes
<i>*Represents average Tenant Rent to Owner.</i>				
SS #8: Households Transitioned to Self Sufficiency*				

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	57**	110**	37	No
<i>*DHCD has indicated that DHCD does not believe the Self-Sufficiency metrics are applicable to this activity. However, HUD has required their use.</i>				
<i>**Households that were EOPd at zero HAP.</i>				

Activity 2018-1: Expanding Housing Opportunities – Relocation Assistance

Approval and Implementation

- Approved FY 2018
- Implemented FY 2020

Description/Update

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

DHCD issued an RFP and awarded planning grants to two Local Housing Authorities (LHAs), Somerville Housing Authority (SHA) and Chelsea Housing Authority (CHA), for the preservation and redevelopment of public housing.

Impact

In FY 2020 a number there were a number of positive outcomes for both the Somerville and Chelsea projects which are outlined below. While significant progress was made on the Somerville project there were some permitting delays due to the COVID-19 pandemic. Additionally, in FY 2020 underwriting was revised for the Chelsea project due to the impact of COVID-19 on market rents. Relocation is scheduled to begin in Jan/Feb 2021 for Chelsea and March/April for Somerville.

- Somerville
 - Zoning was approved
 - A 4.4 M MassWorks Infrastructure Grant was awarded
 - Achieved Official Action Status for 4% LIHTC/Bond financing
 - Completed adaptation of the European code to meet state code for the modular units
 - Secured location for factory where modular units will be constructed
- Chelsea
 - A home rule petition was passed by the legislature making way for the redevelopment
 - Tax Increment Financing (TIF) was approved

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

As relocation did not begin in FY 2020, DHCD cannot report on outcomes. DHCD will report on outcomes in the FY 2021 report, assuming relocation has begun.

Metrics

<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	0	312	TBD	N/A
<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0	312	TBD	N/A

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

(Formerly Residential Assistance for Families in Transition (RAFT))

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018
- Modified FY 2020

Description/Update

In FY 2018, HUD approved and DHCD implemented the Residential Assistance for Families in Transition (RAFT) activity, which was modified in FY 2020 and is now called Residential Assistance for Families in Transition (RAFT)/Emergency Rental and Mortgage Assistance (ERMA). Under this activity, MTW funds are utilized to expand DHCD's important homelessness prevention program, which targets families who are homeless or at risk of homelessness. RAFT offers flexible financial assistance designed to meet each family's particular needs. Eligible uses include moving cost assistance, rent and utility arrears, or utility bills. RAFT also helps families who must move but do not have enough money to pay a security deposit, utility startup costs, or first/last month's rent, and to buy furniture (no more than \$1,000 of the family's RAFT benefit can be paid for furniture).

This activity was intended to increase the number of families prevented from homelessness and was expanded to provide assistance to low-income renters and homeowners who are impacted by economic or health emergencies, as certified by the Governor or his/her designee, in order to avoid homelessness due to eviction or foreclosure. DHCD monitors the family homelessness rate as well as conditions in its jurisdictions related to economic and health emergencies and will determine if additional MTW funding is needed.

In FY 2020, DHCD implemented non-significant changes to this activity as outlined in the section below on Actual Non-Significant Changes.

Impact

In FY 2020, DHCD worked with Administering Agencies to design the program. DHCD also networked with other municipalities to understand the scope of locally-funded programs and to share best practices. Contracts were drafted and executed, and Admin Plan and related program documents were finalized for the program. The release of financial supports is expected to begin in FY 2021.

Actual Non-Significant Changes

As a result of COVID-19, DHCD has reversed the planned close-out of this activity as was reported in the FY 2019 MTW Annual Report. Accordingly, as part of this RAFT/ERMA activity, 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 change does not negatively impact any resident.

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 works 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 \$4,000 in any 12-month period. MTW funds will generally be provided in the form of financial assistance for rental and mortgage arrears.

Where applicable, DHCD applies the Initial Inspection Requirement waiver as referenced in PIH Notice 2020-05: COVID-19 Statutory and Regulatory Waivers to units for which RAFT/ERMA rental/mortgage assistance for current rent/mortgage payments is provided. Specifically, for these units, DHCD will obtain a certification from the owner that it has no reasonable basis to have knowledge that life-threatening conditions exist in the unit instead of conducting an initial inspection. Thereafter, where applicable, DHCD will work with the RAAs to ensure that when and if rental/mortgage payments continue beyond the period allowed by the waiver, inspections will be completed to ensure housing quality standards. DHCD is clarifying that where the RAFT/ERMA assistance provided is solely for mortgage or rental arrearages, the HQS inspection requirement will not apply.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD completed planning for the RAFT/ERMA activity; however, services and supports for RAFT/ERMA households did not begin in FY 2020.

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	2,800	0 households	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	2,800	0 households	No
<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	2,800	0 households	No

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

Approval and Implementation

- Approved FY 2018
- Implemented FY 2019

Description/Update

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

DHCD provides Housing Choice Vouchers for up to 50 eligible families referred from the SJI program. Supportive services are provided to participants using MTW Block Grant funds. DHCD screens SJI referrals per its Administrative Plan screening policies. Income, rent and subsidy are calculated per DHCD's MTW income and rent policies.

Planning began in FY 2018, including the issuance and completion of a procurement to contract with the partnering agencies who would be administering the service component of the program. In FY 2019, planning was completed and at the end of FY 2019, the first ten of the 50 allocated vouchers were issued. In FY 2020, 30 vouchers were issued, and DHCD anticipates that the remaining vouchers will be leased and administered under this program in FY 2021.

Impact

Thirty (30) vouchers were issued by the end of FY 2020; 12 participants leased up. DHCD anticipates that all 50 vouchers will be issued and leased in FY 2021. One notable success story in FY 2020 illustrates the impact of the program on its participants:

- A participant worked closely with her Secure Jobs case manager to overcome barriers to securing a full-time job, using the flexible funds to find childcare and reliable transportation. With support from Secure Jobs, she was not only able to find a full-time job as a driver, but was able to exit the shelter and find a permanent home with her voucher.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The economic/health emergency caused by the COVID-19 pandemic created challenges to benchmarks related to employment, as some participants noted that they were unable to work

because they could not secure childcare or were fearful of becoming sick. Staffing issues were also identified, as hiring was put on hold during the pandemic. Additionally, the outcomes for SS #8 and HC #5 are dependent on completion of the program. As enrollees started the program at the end of FY 2019 and beginning of FY 2020, these goals are not applicable yet.

Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$63,000	\$120,000	Yes
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$24,159	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed*	21	0	6	No
	86%	0%	50%	
Employed Part-Time or Full-Time	4	25	6	No
	14%	100%	50%	
Enrolled in an Educational Program or Job Training	Not available	5	5	No
	Not available	20%	42%	
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	3	2	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	25 households	12 households*	No
* Households receiving services during the fiscal year.				
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	\$1,482	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	\$429	Yes
<i>*Represents Average TTP.</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	25 households	12 households	No
<i>*Self-sufficiency is defined as participants who have secured subsidized or market rate housing.</i>				
<i>HC #5: Increase in Resident Mobility</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 households	25 households	12 households	No

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

Approval and Implementation

- Approved FY 2018
- Implementation 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 service plans, 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.

By FY 2019, the procurement for service providers was completed and the state executed contracts with 8 partnering agencies that began providing services. It is anticipated that MTW Block Grant funding will continue through FY 2024.

Impact

In FY 2020, the eight (8) partnering agencies provided services to 513 participants. It is difficult to realize the full impact of this activity as a result of the COVID-19 pandemic and its effect on employment and education.

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

- A participant who was a victim of domestic abuse with 4 young daughters was assisted in obtaining childcare and full-time employment. When she was forced to move a second time, for her safety, she worked with SJI staff and enrolled and became certified as a C.N.A. She is paying her full rent and completing on-line classes to obtain her Bachelor's degree.
- A single dad of three children, completed C.N.A. training and found employment which has continued through the COVID crisis. He spoke and shared his story with other shelter participants and has provided inspiration and motivation to others who are facing housing and family crises.
- In spite of the COVID-19 crisis, one participant landed a full time job after receiving support with her resume, RMV fines and interview clothing. She has supplemented her salary by working overtime and has received high praise from her supervisor.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The economic/health emergency caused by the COVID-19 pandemic created challenges to benchmarks related to employment, as some participants noted that they were unable to work because they could not secure childcare or were fearful of becoming sick. Staffing issues were also identified, as hiring was put on hold during the pandemic.

Metrics

Measures

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$940,000	\$1,880,000	Yes
SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$4,341	\$6,212	\$15,319*	Yes
*DHCD's partner reports that participants earn an average of \$14.73 an hour. DHCD assumes that employed participants work an average of 1040 hours per year and earn \$15,319 annually.				
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	630	315	275	No
	74%	38%	54%	
Employed Part-Time or Full-Time	177	412	238	No
	22%	50%	46%	
Enrolled in an Educational Program or Job Training	642*	128**	204	Yes
	78%	20%	40%	
*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	202	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	750 households	513 households	No
SS #6: Reducing Per Unit Subsidy Costs for Participating Households*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease).	N/A	N/A	N/A	N/A
<i>*Participants in this activity do not receive a Section 8 subsidy.</i>				
SS #7: Increase in Agency Rental Revenue*				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	N/A	N/A	N/A	N/A
<i>*Participants in this activity are not assisted in PH or Section 8.</i>				
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	329 households	62	No
<i>*Self-sufficiency is defined as participants leaving the program outside of termination.</i>				
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	TBD	Not available	N/A
<i>* DHCD does not have information regarding participant moves for households enrolled in the service only component of Secure Jobs.</i>				

Activity 2018-5: A Better Life Program Model

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

In FY 2018, HUD approved and DHCD implemented the A Better Life Program Model activity. The program is intended to provide eligible families with skills necessary for meaningful employment and effectively remove barriers to obtaining self-sufficiency. Under this activity, four Local Housing Authorities (LHAs), Chelsea, Gloucester, New Bedford and Taunton, were identified by DHCD to operate the “A Better Life Self-Sufficiency (ABL) Program” at state-aided public housing developments. Eligibility for the ABL Program is limited to low-income applicants and existing residents in the LHA’s state housing programs.

To date, MTW Block Grant service dollars have gone to support planning grants, which were a result of a DHCD-issued NOFA. Planning grants were used by the LHAs to deploy staff, consultants and life coaches to draft LHA-specific ABL programs that are responsive to the unique needs of their population. LHAs are also utilizing grant funding for marketing materials, resident outreach and putting in place service delivery models with partners. DHCD assessed planning completed by the four LHAs as well as their implementation plans, and awarded three of the four LHAs implementation grants (Gloucester, New Bedford and Taunton). In FY 2020, the LHAs began recruitment and enrollment for the program.

Impact

At the end of FY 2020, participating LHAs had enrolled 294 households and 367 participants in the ABL program. Twenty-seven (27) participants, who were unemployed when they enrolled, were able to secure a job and start part-time (15) or full-time (12) work. Additionally, twenty-two (22) participants have increased their savings while enrolled in the program, with an average increase in savings of \$872.

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

- An ABL participant in Gloucester saved \$3,500 while participating in the program. To gain access to better job opportunities, she continues to contribute to her savings so that she can purchase a car. In addition to working, she is also enrolled in HiSET courses and hopes to increase her earning power once she has completed her coursework.
- Since enrolling in ABL, a participant from Taunton has obtained an Associate’s degree and began full-time work. Her family has been actively engaged in the ABL program, developing plans to achieve their goals. As a result, her family has been able to increase their earnings overall and contribute to their escrow. Through increased earnings and support from ABL staff, she is repairing her credit and attending homebuyer education classes with the goal of becoming a homeowner.

- The ABL program has helped a participant in New Bedford with her goal of learning English so that she can obtain a job where she can work with children. She enrolled in the Adult Education ESOL program in September 2019 and has continued with her ESOL classes through the summer despite being forced to attend class virtually because of the pandemic.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

The economic/health emergency caused by the COVID-19 pandemic forced DHCD to pause enrollment from March 2020 to May of 2020, impacting enrollment of new participants and also presenting challenges to providing coaching and job search support to enrolled participants.

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).	\$15,259	\$25,589	\$23,020	No
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)	\$524	\$1,239	\$1,377 in savings \$1,112 in escrow	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	133	84	259 participants	No
	38%	24%	71%	
Employed Part-Time or Full-Time	217	266	108 participants	No
	62%	76%	29%	
Enrolled in an Educational Program or Job Training	Not available	Not available	8 participants	Yes
	Not available	Not available	2%	
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	92	Yes
<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	350 households	294 households	No
<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 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Not available	Not available	N/A	N/A
<i>SS #7: Increase in Agency Rental Revenue</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	Not available	Not available	\$439	Yes
<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	0 households	0 households	Yes
<i>*Self-sufficiency is defined as graduation on completion of the service plan.</i>				

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

Approval and Implementation

- Enhanced Local PBV
 - Approved FY 2019
 - Implemented FY 2018
- PBV Site-Based Waiting Lists
 - Approved FY 2010
 - Implementation began in FY 2013

Description/Update

Through its Enhanced Local 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 a 40% as the cap for budget authority allocated to Project-Based vouchers.
- Project base up to 100% of the dwelling units in any PBV project or building.
- 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.
- Provide a project-based transfer preference for families who have verified educational opportunities or employment offers that are more than twenty-five (25) miles from the family's current project-based unit. The project-based transfer preference is subject to

availability of another project-based unit within a twenty-five (25) mile radius of the educational opportunity or employment offer.

- Provide a project-based transfer preference for families who are over- or under-housed and who are willing to move to a project-based unit in another RAA's jurisdiction. Unit offers will be made consistent with the family composition and DHCD occupancy standards.

Impact

In FY 2020, DHCD continued to use the flexibilities of its local PBV Program; however, DHCD did not yet implement the new opt-out policy or the PB transfer preference. DHCD continued to use its previously approved opt-out policy, which caps the number of opt-outs in any given year. In FY 2020, seventy-two (72) vouchers were issued to PB opt-outs.

Twenty-four (24) new PBV contracts were awarded in FY 2020 representing an additional 209 new PBV units. Twenty-three (23) of the 24 new contracts represented new construction confirming DHCD continues commitment to improving the stock of available housing to program participants.

Actual Non-Significant Changes

In FY 2020, DHCD did not yet implement the portion of this activity related to project-based opt-out requests for tenant-based vouchers. DHCD continued to select households for tenant-based vouchers in concert with the MTW policy in effect at the time of the opt-out request.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD met all benchmarks for this activity.

Metrics

<i>HC #4: Displacement Prevention</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% of AMI that would lose assistance or need to move (decrease).	0	3,535* households	3,713 households	Yes
<i>*Represents the number of known PBV units made at the time the MTW Plan is submitted.</i>				

Activity 2018-9: Affordable Housing Preservation and Development Fund

Approval and Implementation

- Approved FY 2018
- Implemented FY 2018

Description/Update

In FY 2018, HUD approved and DHCD began the implementation of the Affordable Housing Preservation and Development Fund activity. Under this activity, DHCD utilizes MTW Block Grant funds to support the development and preservation of affordable rental housing units through implementation of a new Affordable Housing Preservation and Development Fund (AHPD). AHPD funds 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.

In FY 2018, DHCD awarded funding to two Local Housing Authorities (LHAs), Boston Housing Authority (BHA) and Cambridge Housing Authority (CHA), to substantially rehab and preserve state aided public housing developments.

- CHA: MTW funding is used to substantially rehab three state aided public housing sites for disabled individuals, with a total of 25 units. MTW funding of \$1.129M was used to leverage another \$689,000. Construction is scheduled to be completed in the fall of 2021.
- BHA: MTW funding of approximately \$4M leveraged approximately \$25M in other funding sources (including permanent debt, federal 4% LIHTC, state and federal historic tax credits, a seller note, and FHLB soft debt) to preserve an apartment building built in 1949, consisting of 72 units. Relocation of existing tenants and phased, substantial rehabilitation of the property began in FY 2019. The scope of work includes updating the fire alarm system and all kitchens and bathrooms, and completing accessibility and common area upgrades, new energy efficient mechanical systems and landscaping throughout. The estimated construction period is 24 months

Impact

In FY 2020 continued progress was made on both the CHA and BHA projects; however, there were also some obstacles imposed by the COVID-19 pandemic which impacted planning and development. Construction was completed on the BHA project in June, the re-occupancy permit was received in July and leasing is now underway and scheduled to be complete in FY 2021. Where the CHA project is concerned, the relocation plan is nearing completion and was complicated by scattered site rehab, the lack of vacant DMH units and COVID construction protocols. Construction has not yet begun on the CHA projects; however, completion is scheduled

for November 2021. DHCD did not yet implement the non-significant change which was proposed in the FY 2020 plan and which is included below.

Actual Non-Significant Changes

In FY 2020, DHCD extended the scope of the AHPD Activity to include the change outlined below. This portion of the activity has not yet been implemented.

- Given the high rates of family homelessness in the Commonwealth, there is a shortage of available family congregate shelter. In an effort to support the state's initiatives to reduce family homelessness, DHCD will provide MTW funding to shelter providers, through a competitive process, to develop and/or acquire new family congregate sites. Shelters brought online as a result of this initiative will serve families at or below 80% AMI and meet HQS standards.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not achieve benchmarks as construction on the BHA project was not completed until the end of FY 2020. Additionally, construction for the CHA project did not start in FY 2020. DHCD will report outcomes upon project completions.

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	\$25.6M	\$25.9M	Yes
<i>HC #1: Additional Units of Housing Made Available</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	97	0	No
<i>HC #2: Units of Housing Preserved</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	97	0	No

Activity 2019-1: Launch

(Formerly Pathways to Prosperity)

Approval and Implementation

- Approved FY 2019
- Implemented FY 2019

Description/Update

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

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

Other adults living in subsidized housing in the Boston area who are outside of this age range also are 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.

DHCD has dedicated MTW Block Grant funds to support up to three hundred and sixty (360) participants per year for a three-year period.

Impact

In FY 2020 United Way completed outreach to over 1,303 youth. By the end of FY 2020, three hundred and eight (308) participants successfully enrolled in the program. The outreach model has transitioned solely to a virtual model, which has created challenges to enrollment and support for existing participants. In spite of the partnering agencies' recent experience in outreach initiatives and challenges in enrolling the target population, it is anticipated that the Launch program will reach its program goal of 360 participants by November 2020.

Notable accomplishments for FY 2020 include an employment rate of 81% among participants and a 30% enrollment rate for participants in an education and/or job training program. For those participants with earned income, their average earned income exceeded the benchmark; however, it is unclear if this trend will continue given the impact of the COVID-19 pandemic.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

DHCD did not meet the benchmarks related to employment due to business closures and participant lay-offs that resulted from the economic/health emergency caused by the pandemic. Additionally, DHCD plans to re-evaluate the definition of self-sufficiency for this activity, as the program does not have a finite end and participants can remain engaged and seek employment assistance on an ongoing basis. DHCD expects that participants will need on-going support for job training and job search as a result of challenges to securing employment presented by the pandemic.

Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	0	\$2,564,220	\$6,288,019	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).	\$9,492	\$10,012	\$15,319	Yes
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed	170	140	251	No
	85%	70%	81%	
Employed Part-Time or Full-Time	30	60	57	No
	15%	30%	19%	
Enrolled in an Educational Program or Job Training	20	40	92	Yes
	10%	20%	30%	
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).*	19	19	32	Yes
*DHCD will collect data on the number of households receiving TANF from administering agencies and will include information in the next report.				

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	200 households/year	308 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).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Average amount of subsidy is not available to DHCD or the administering agencies.</i>				
SS #7: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).*	Not available	Not available	Not available	N/A
<i>*Participants in this program are residents of multiple types of subsidized housing, many of which may not be Section 8. Rental revenue in dollars is not available to DHCD or the administering agencies.</i>				
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	150 households	0 households	No
<i>*Self-sufficiency is defined as participants who exit the program for any other reason than termination of housing subsidy.</i>				
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).*	N/A	N/A	N/A	N/A
<i>*This metric is not applicable to the Launch program. Program participants are individuals already living in subsidized housing, and in most cases, participants will stay in their current housing situation. Case management will target education and employment goals. DHCD has other programs that focus on housing mobility.</i>				

Activity 2020-1: Massachusetts Student Housing Security Pilot

Approval and Implementation

- Approved FY 2020
- Implementation Planned for FY 2020

Description/Update

DHCD utilizes MTW Block Grant funding flexibility to support a housing stability program for college students who are experiencing homelessness. Specifically, DHCD worked with the Department of Higher Education (DHE), the Executive Office of Health and Human Services (EOHHS), the Department of Elementary and Second Education (DESE) and local colleges to launch the Massachusetts Student Housing Security Pilot program, which provides scholarships, for housing and other college related expenses, to income eligible, homeless college students. Additionally, DHCD entered into an Interagency Service Agreement (ISA) with DESE regarding the transmission of program funds and program oversight.

DHCD provides up to \$200,000 in MTW funds to DHE, annually for an initial two years. DHCD plans to finalize and execute an MOU with DHE or the Interagency Council on Housing and Homelessness (ICHH) in early FY 2021, to issue funding directly to designated local colleges. The MOU will clearly stipulate requirements for compliance, as well as, reporting requirements in the MOU.

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

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

her academic program, such a leave would be considered temporary and all efforts will be made to get the student to re-enroll, perhaps in a different academic program, or at another institution.

DHCD intends to fully fund the housing related costs of the scholarships, for two years, serving at minimum 20 students annually. Subsequent to the Pilot's first two years, DHCD may continue funding by matching every private dollar fundraised/donated to the program, up to \$200,000 annually.

Impact

In FY 2020, representatives from DHE, the Executive Office of Health and Human Services (EOHHS), the Massachusetts Department of Elementary and Secondary Education (DESE), and the local colleges formed a standing committee to complete program design and identify reporting requirements. In FY 2020, DHCD entered into an ISA with DESE to monitor transmission of program funds as well as program oversight. Outreach and enrollment will begin in the fall of 2020 with the goal of having students enrolled in the program for the winter 2021 school semester.

Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2020.

Changes to Metrics

No changes have been made to the metrics identified in the FY 2020 Annual Plan.

Actual Significant Changes

There were no significant changes to this activity in FY 2020.

Challenges in Achieving Benchmarks & Possible Strategies

Enrollment did not begin in FY 2020. Outcomes will be reported in the FY 2021 MTW Annual Report, once enrollment has begun.

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	\$302,380	TBD	N/A
<i>SS #3: Increase in Positive Outcomes in Employment Status</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Unemployed*	0	14	TBD	N/A
	0%	70%	TBD	N/A
Employed Part-Time or Full-Time *	0	6	TBD	N/A
	0%	30%	TBD	N/A
Enrolled in an Educational Program or Job Training	0 households	20 households	TBD	N/A
	0%	100%	TBD	N/A

** 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.*

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	TBD	N/A

SS #8: Households Transitioned to Self Sufficiency*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	5 households	TBD	N/A

**Self-sufficiency is defined as graduation from college.*

B. Not Yet Implemented Activities

Activity 2011-1: Value Vouchers

Description/Update

DHCD plans to implement a new “MTW value voucher” targeted to the homeless and those with disabilities. This initiative will provide a lower cost subsidy than a conventional voucher. Participants will be offered units in privately assisted housing developments where the rental costs are lower (generally by 25% or more) than current HUD published FMRs, but still not affordable to very-low and extremely low-income households. These would generally be units in LIHTC, 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 2020 DCHD 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

Not applicable.

D. Closed Out Activities

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

Table 11: Summary of Closed Out Activities

Activity	Plan Year	Close Out Year	Reason for Close Out
PBV Site Based Waiting Lists	2010	2019	In FY 2019, DHCD consolidated this activity 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.
Biennial Inspections	2011	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	2012	2018	In FY 2018, DHCD closed out this activity. DHCD proposed and received HUD approval for a new Local Project-Based Voucher Program, which includes revisions to the PBV opt-out policy.
PBV Rent Reasonableness	2013	2018	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.
Rent Reasonableness	2013	2018	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.
Equity Builder Program (Activity 2018-8)	2018	2020 (FY 2020 Plan submitted prior to this report)	After discussions with for-profit and non-profit owners, DHCD determined the activity was not financially feasible. Owners relayed lack of interest in pursuing the program and a lack of financial benefits. As the success of the program is dependent on owners

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

Activities Closed Out in FY 2020

Activity 2018-6: Health Starts at Home

1. Plan Year Approved and Implemented

Activity 2018-6 was approved and implemented in FY 2018.

2. Activity Description

Under this activity, DHCD collaborated with The Boston Foundation (TBF) to provide 28 Housing Choice Vouchers to eligible participants in TBF's Health Starts at Home (HSH) initiative. This initiative brought together housing and health-care organizations to support work that demonstrates the positive benefits of stable, affordable housing on children's health outcomes. TBF is a community foundation that provides grants to nonprofit organizations and designs special funding initiatives to address critical challenges in the community.

Applicants for HSH vouchers were referred to the applicable RAA from Building Bridges to Better Health (BB2BH), Chelsea Homes for Health, and Mortar Between the Bricks and screened according to DHCD eligibility and screening requirements. Vouchers were administered by the appropriate RAA. HSH participants were subject to all DHCD MTW policies unless superseded by HSH program policies.

Though the study has ended, HSH households are permitted to retain their vouchers. However, HSH vouchers will not be issued.

3. Plan Year Closed Out

DHCD closed out Activity 2018-6 in FY 2020.

4. Reason Why Activity was Closed Out

This activity was a planned three-year initiative implemented in FY 2018; the study has ended.

5. Final Outcomes and Lessons Learned

DHCD has issued 28 vouchers allocated under this activity and all households were leased-up as of the end of FY 2020. DHCD cannot ascertain the effectiveness of the initiative as participant outcome data was related to children's health and thus confidential.

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

Not applicable.

7. Summary table of outcomes from each year of the activity

<i>HC #4: Displacement Preventions</i>			
	FY 2018	FY 2019	FY 2020
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	8 households	27 households	28 households
<i>Local Metric: Decrease in Households Receiving Homelessness Assistance</i>			
	FY 2018	FY 2019	FY 2020
Number of Households Receiving Homelessness Assistance (decrease)	8 households	27 households	28 households
<i>HC #5: Increase in Resident Mobility</i>			
	FY 2018	FY 2019	FY 2020
Number of households receiving services aimed to increase housing choice.	8 households	27 households	28 households

V. Sources and Uses of Funding

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

i. Actual Sources of MTW Funds in the Plan Year

DHCD will submit all required FY 2020 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. Actual Uses of MTW Funds in the Plan Year

DHCD will submit all required FY 2020 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 Actual Use of MTW Single Fund Flexibility

Under the MTW Program, DHCD is authorized to establish an MTW Block Grant budget. Activities that utilized Block Grant single fund flexibility in FY 2020 are described below.

- **Development and Implementation of a Data Warehouse:** In FY 2020, DHCD utilized \$100,000 to design and develop a Regional Housing Network (RHN) Data Warehouse, which will pool and house client data for all participating organizations and allow for the sharing of information. DHCD will utilize the remaining \$50,000 allocated for the RHN Data Warehouse upon its completion, which is anticipated for FY 2021.
- **MTW Program Evaluations:** DHCD utilized \$69,045 for third parties to perform program evaluations of two of the new MTW programs, ABL and Launch. Program evaluations collect data and information on the participant outcomes as a result of the targeted MTW initiatives and assist DHCD in revising program provisions to better serve participants.
- **Career Navigators:** DHCD utilized \$61,853 to support the cost of Career Navigators currently located at Career Centers across the state. 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. Individuals are referred to Navigators by FSS Coordinators. Additionally, funds support the development resources, such as regional employment maps.
- **Economic Prosperity Coordinator:** DHCD utilized approximately \$77,673 to fund an Economic Prosperity Coordinator (EPC). The EPC is responsible for planning, implementation and oversight of all MTW programs, which support economic prosperity.

- **Workforce Development:** DHCD utilized \$123,303 in single funds for a workforce development initiative. Funds are provided to each RAA, which will in turn invest in targeted initiatives for an identified target population, within the MTW portfolio, which have achievable outcomes to support individuals on their path to long term economic mobility. These initiatives may be part of a continuum of services that RAAs offer and can lead to enrollment in FSS or deeper engagement with FSS for currently enrolled households.
- **Other Supportive Services:** DHCD used approximately \$1.1 million in MTW funds on activities to support a wide range of supportive services for DHCD program participants including expansion of FSS programming, job training and placement; educational partnership initiatives; affordable homeownership programs and other economic development and self-sufficiency program activities. This includes funding for case management services to connect targeted HCV youth ages 18-24 to employment readiness, job placement, vocational training, certificate programs and/or other post-secondary education programs under the Launch activity. DHCD spent more towards supportive services than was planned for FY 2020, including increased spending to cover FSS expenses typically incurred by the RAAs.

B. Local Asset Management Plan

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

C. Rental Assistance Demonstration Program

DHCD has been selected as contract administrator for a number of conversions under the Second Component of RAD which allows owners of projects funded under the Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab programs to convert tenant protection vouchers (TPVs) to PBVs. Table 12 below provides summary information on RAD conversions which have closed prior to the end of FY 2020. As of the end of FY 2020, no RAD conversions were in process.

Table 12: RAD Conversions Completed by the End of FY 2020

Property Name and City	RAD Units	Conversion Type	FY	Description
Highland Village, Ware	110	Rent Supp	FY 2015	Existing Family Housing - two-story, townhouse-style buildings
Hope in Action,	49	Rent Supp	FY 2014	Existing Family Housing - seven scattered sites/two towns

Property Name and City	RAD Units	Conversion Type	FY	Description
Lawrence and Methuen				
North Village, Webster	134	Rent Supp	FY 2013	Existing Family Housing - 12 townhouse-style buildings
Outing Park I, Springfield	94	Mod/Rehab	FY 2015	Existing Family Housing - multiple buildings
Outing Park II, Springfield	81	Mod/Rehab	FY 2015	Existing Family Housing - multiple buildings
Spring Gate, Rockland	181	Rent Supp	FY 2015	Existing Family Housing - two-story, townhouse-style buildings
Spring Hill, Springfield	37	Rent Supp	FY 2014	Existing Family Housing - two-story, townhouse-style buildings
Unquity House, Milton	139	Rent Supp	FY 2014	Existing Elderly Housing - one high rise
TOTAL	825			

VI. Administrative Requirements

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

DHCD did not have any HUD reviews, audits or physical inspection issues that required the Agency to take action during FY 2020.

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

In FY 2020, DHCD contracted with third-parties to perform evaluations of the ABL and Launch programs. Both evaluations are on-going; a final report on the evaluation of ABL is expected from MDRC in FY 2022 and a final report on Launch is expected from the Forum on Youth Summary in FY 2021.

MDRC has completed an initial review of the baseline demographics and metrics used for the ABL program and has begun to analyze initial participant outcomes. MDRC has met with DCHD and LHA staff to review initial data, discuss lessons learned and how staff has adapted their support to meet participants' needs during the COVID-19 pandemic. MDRC found that, though the pandemic created unique challenges, it also offered an opportunity to build strong and trusting relationships with participants and shift their focus to a more "whole family" approach.

The Forum for Youth Summary has completed a scan of programs nation-wide, comparing Launch against similar programs. It was found that by targeting services to young adults living in subsidized housing, Launch provides stability to an otherwise vulnerable population, and offers a potential model for replication. The Forum has also conducted interviews with staff, partner agencies, and the United Way to document lessons learned and identify opportunities to modify the approach. Additionally, the Forum has collected data on demographics, coaching, and provision of services to assess participant outcomes.

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

DHCD certifies that, in FY 2020, it continued to meet the three statutory objectives of the MTW program. Appendix B includes the certification required by HUD.

Appendix A: Listing of Regional Administering Agencies

Berkshire Housing Development Corp.

One Fenn Street
Pittsfield, MA 01201
413.499.4887

Community Teamwork, Inc.

155 Merrimack Street
Lowell, MA 01852
978.459.0551

Housing Assistance Corp

460 West Main Street
Hyannis, MA 02601
508.771.5400

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
978.630.6600

South Middlesex Opportunity Council

7 Bishop Street
Framingham, MA 01702
508.620.2336

Way Finders

1780 Main Street
Springfield, MA 01103
413.233.1500

Appendix B: MTW Certification of Statutory Compliance

The Massachusetts Department of Housing and Community Development (“DHCD”) hereby certifies that between the period of July 1, 2019 and June 30, 2020, DHCD met the following three statutory requirements of:

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

MA Department of Housing & Community Development

MA901

PHA Number/HA Code

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

Jennifer D. Maddox

Name of Authorized Official

Undersecretary

Title

Signature

Date

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

Not applicable