

# MHP FY22 Board Goals

## Strong, Inclusive, Mission-Driven Organization

A strong, inclusive, mission-driven organization provides the foundation that enables MHP to maximize our impact. MHP will ensure financial strength and stability, an inclusive culture, consistent messaging, and mission-centered collaboration and cohesion through the following goals:

MHP Strength & Stability	<ul style="list-style-type: none"> <li>○ Achieve \$3 million in received commitment and application fees. <i>Prior three-year goal ending FY21: \$2.5 million</i> <span style="float: right; background-color: #0070C0; color: white; padding: 2px 5px; border-radius: 3px;">LEN</span></li> <li>○ Achieve a net present value (NPV) of at least five percent for loan commitments under all capital sources. <span style="float: right; background-color: #0070C0; color: white; padding: 2px 5px; border-radius: 3px;">LEN</span></li> <li>○ Three-year goal: Achieve net cash flow from operations of \$6 million. <i>Prior three-year goal ending FY21: \$10 million</i> <span style="float: right; background-color: #006400; color: white; padding: 2px 5px; border-radius: 3px;">F&amp;A</span></li> <li>○ Conduct four staff-led learning opportunities and two facilitated trainings to strengthen diversity, equity and inclusion at MHP, with a particular focus on historic systemic discrimination in housing policy that has led to segregation. <span style="float: right; background-color: #FFD700; color: black; padding: 2px 5px; border-radius: 3px;">ALL</span></li> </ul>
Program Impact	<ul style="list-style-type: none"> <li>○ Impressions – Use MHP web and social platforms to achieve 1.1 million impressions in FY22 and expand MHP's social media strategy by at least one new platform (e.g., Instagram, YouTube or podcasts). <i>FY21 goal: 250,000 impressions per quarter</i> <span style="float: right; background-color: #333; color: white; padding: 2px 5px; border-radius: 3px;">PA</span></li> <li>○ Media placement - Build brand and promote MHP’s mission by getting media or industry publications to write at least five stories about MHP initiatives. <span style="float: right; background-color: #333; color: white; padding: 2px 5px; border-radius: 3px;">PA</span></li> </ul>
Shaping the System	
Fundamental System Change	

*Team abbreviations:*

<div style="background-color: #0070C0; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>LEN</b></div> Lending	<div style="background-color: #C00000; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>CAT</b></div> Community Assistance	<div style="background-color: #FF8C00; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>ONE</b></div> Homeownership (ONE Mortgage)
<div style="background-color: #006400; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>F&amp;A</b></div> Finance & Admin <small>(includes Finance, IT, HR)</small>	<div style="background-color: #00B0F0; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>CHD</b></div> Center for Housing Data	<div style="background-color: #6A329F; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>PM</b></div> Portfolio Management
<div style="background-color: #333; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>PA</b></div> Public Affairs	<div style="background-color: #008000; color: white; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>LEG</b></div> Legal	<div style="background-color: #FFD700; color: black; padding: 2px 5px; border-radius: 3px; display: inline-block;"><b>BRD</b></div> Board of Directors

# MHP FY22 Board Goals

## Increase Housing Production with focus on Sustainability

Increasing the supply of housing, particularly affordable housing, across the state is one of the primary ways to address chronic price pressures and meet the enormous demand for housing at all price levels. MHP will directly impact and increase the production of new housing in the Commonwealth, with an emphasis on sustainability through transit-oriented development and green and healthy housing initiatives, through the following goals:

MHP  
Strength &  
Stability

Program  
Impact

Three-year goal: New loan commitments are accepted on developments totaling at least 4,000 housing units over three years (or 3,600 if the Federal Financing Bank program is not reinstated) with a focus on integrating green and healthy housing design features, including:

LEN

- Loan commitments accepted on 2,000 newly constructed units (or 1,800 units if FFB program is not reinstated)
- Loan commitments accepted on 2,000 newly affordable low-income housing units (or 1,800 units if FFB program is not reinstated)

*Prior three-year goal ending FY21: 3,100 housing units: 1,400 new construction and 1,400 affordable*

Shaping the  
System

Develop technical assistance and grant programs to support transit-oriented housing development, including a “Complete Neighborhoods” Initiative (with awards to at least five communities) and a competitive “MBTA Communities Zoning TA Program” (with awards or assistance to at least 15 communities).

CAT  
CHD

Update and reissue MHP’s 2005 guidance document “Developing Affordable Housing on Public Land.”

LEG  
CAT

Fundamental  
System  
Change

Develop a proposed housing policy agenda for the Commonwealth involving participants from across the organization and with input and collaboration from the board of directors and key outside stakeholders. Final goal is to generate materials to communicate these policy priorities to an outside audience. Materials will include research findings, an interactive website, written briefs, and direct outreach to key partners and legislators.

CHD  
LEN  
CAT  
ONE  
BRD

*Team abbreviations:*

LEN

Lending

CAT

Community Assistance

ONE

Homeownership (ONE Mortgage)

F&A

Finance & Admin  
{includes Finance, IT, HR}

CHD

Center for Housing Data

PM

Portfolio Management

PA

Public Affairs

LEG

Legal

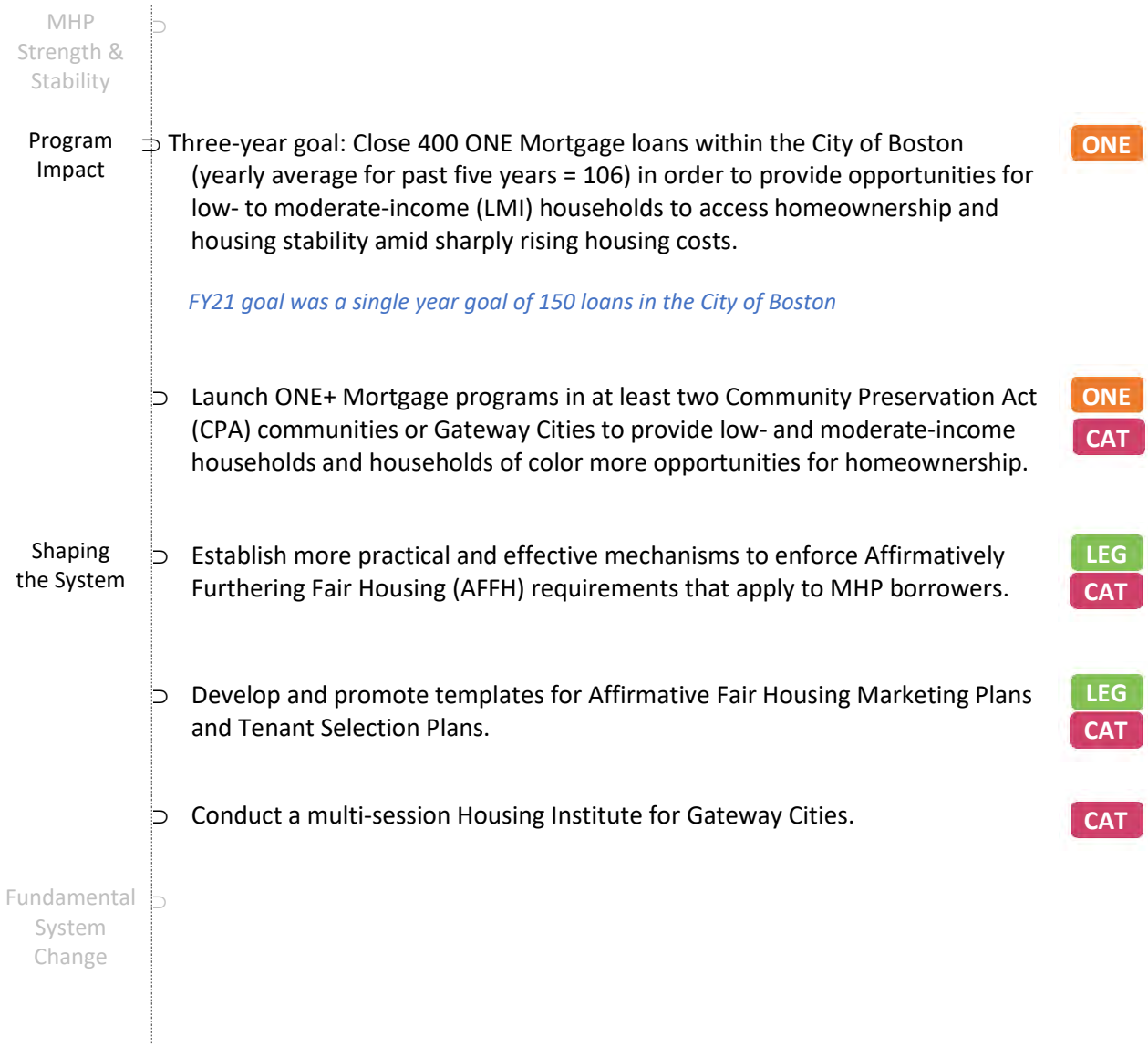
BRD

Board of Directors

# MHP FY22 Board Goals

## Universal Access to Housing and Promotion of Economic Equity

Housing is a fundamental human right, and socioeconomic and racial inequities create systemic barriers to accessing stable housing. MHP will advance universal access to safe, affordable housing, with a particular focus on extremely low-income households and neighborhoods, through the following goals:



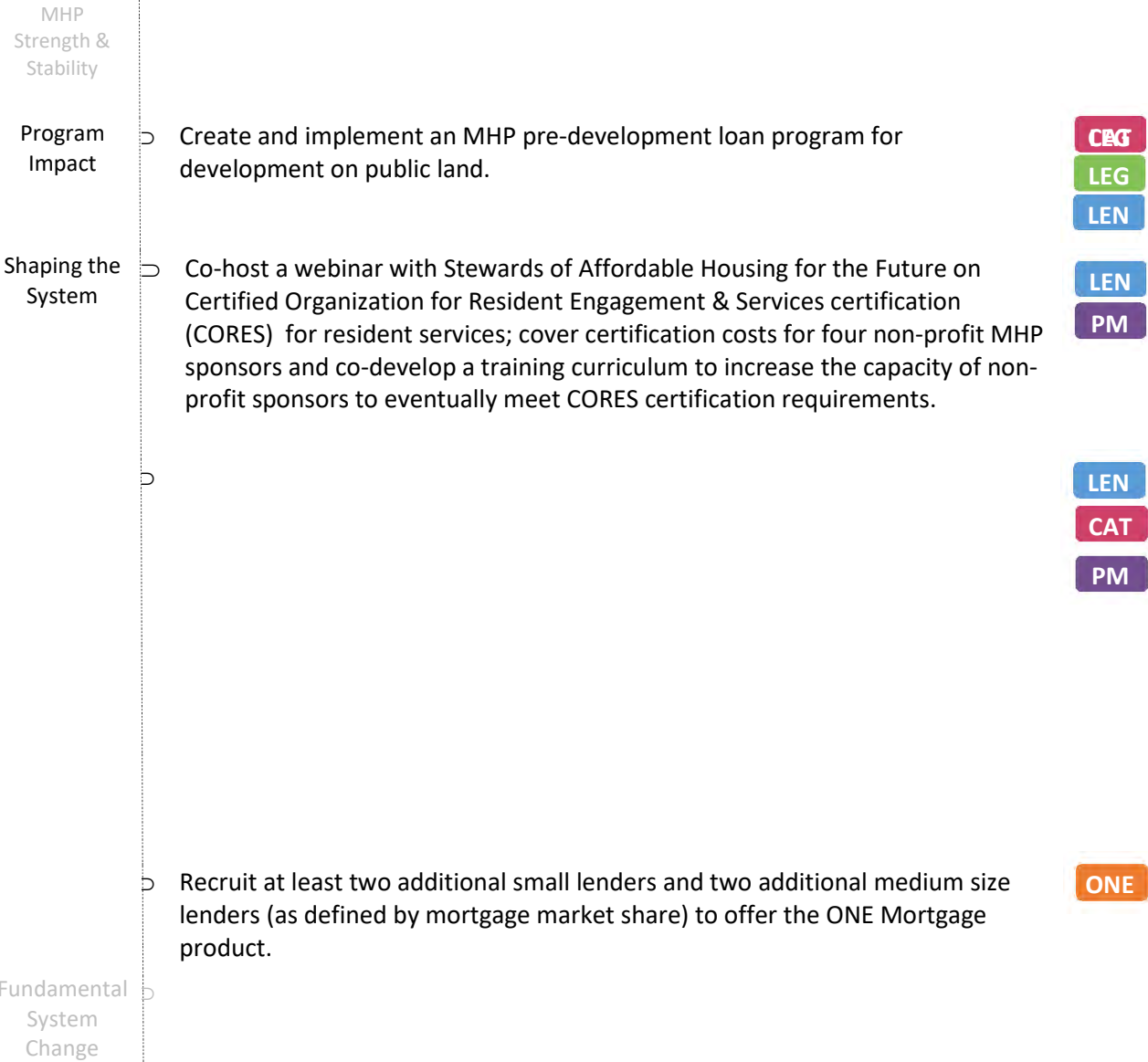
*Team abbreviations:*

- |   |                                    |   |
|---|------------------------------------|---|
| <b>LEN</b> Lending  | <b>CAT</b> Community Assistance    | <b>ONE</b> Homeownership (ONE Mortgage) |
| <b>F&amp;A</b> Finance & Admin<br><small>(includes Finance, IT, HR)</small> | <b>CHD</b> Center for Housing Data | <b>PM</b> Portfolio Management          |
| <b>PA</b> Public Affairs  | <b>LEG</b> Legal                   | <b>BRD</b> Board of Directors           |

# MHP FY22 Board Goals

## Active Stewardship and Capacity Building within the Affordable Housing System

Supporting our affordable housing infrastructure is a critical to meeting the Commonwealth’s housing needs. MHP will provide engaged stewardship of affordable housing and build capacity across the housing delivery system through the following goals:



*Team abbreviations:*

- |   |                                    |   |
|---|------------------------------------|---|
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# MHP FY22 Board Goals

## Promote and Advance Racial Equity in Affordable Housing

Existing patterns of racial segregation were caused by deliberate housing policies that discriminated against people of color. It is our responsibility to take action to remedy the effects of decades of racist policies, programs and activities that have perpetuated racial inequities in Massachusetts. MHP will promote racial equity and anti-racism in the affordable housing system through the following goals:

MHP  
Strength &  
Stability

- Updates MHP’s recruitment and hiring process to promote greater diversity on MHP’s staff.

F&A

Program  
Impact

- Three-year goal: Close 500 ONE Mortgage loans to Black households (yearly average for past three years = 125) and 1,000 new loans to Hispanic/Latinx households (yearly average for past three years = 252).

ONE

Shaping the  
System

- Three-year goal: Provide MHP financing and/or technical assistance for six different for-profit developers led by Black, Indigenous, or other People of Color over the next three years to facilitate affordable housing development and/or preservation. Assistance may include: working capital lines, mortgage financing/refinancing, training, assessments, technical assistance, and improved access to projects involving state land disposition.

Fundamental  
System  
Change

### Team abbreviations:

LEN

Lending

CAT

Community Assistance

ONE

Homeownership (ONE Mortgage)

F&A

Finance & Admin  
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BRD

Board of Directors

# MHP FY22 Board Goals

## Progress and Performance Indicators

Routine reporting on these items will provide the board with updates on key pieces of information and flag any significant changes.

- ▷ Track the share of MHP’s expenditures on third-party services (environmental, market study, appraisal, inspection professionals) to firms that are minority owned and/or that have a significant share of Black and Latinx professional staff.  
**LEN**
- ▷ Track leading indicators of future MHP multifamily loan volume including units and dollar value of term sheets and commitments issued, and units and dollar value of Project Eligibility Letters issued for prospective developments utilizing Chapter 40B.  
**LEN**
- ▷ Track geographic/demographic profile of MHP’s multifamily lending, including location with respect to increased environmental and household energy burdens (reported annually).  
**LEN**
- ▷ Report on racial composition of tenants in our properties.  
**LEN PM CHD**
- ▷ Track changes in credit risk rating concentrations in the loan portfolio, including changes in loan loss reserves.  
**PM**
- ▷ Number of households stabilized and amount of funds disbursed by AMI within MHP’s portfolio under the SHERA (Subsidized Housing Emergency Rental Assistance) program.  
**PM**
- ▷ Number and percentage of properties in MHP’s portfolio and in new MHP-financed properties registered in Housing Navigator.  
**PM LEN**
- ▷ Capital ratio  
**F&A**
- ▷ Number of months that unrestricted cash would support MHP operations  
**F&A**
- ▷ Track overall sense of belonging among MHP staff members, paying attention to differences related to areas such as race, gender identity, sexual orientation and ethnicity, as measured through biannual survey data.  
**ALL**