

# MOVING TO WORK ANNUAL REPORT

HHA FISCAL YEAR 2018  
JANUARY 1, 2018 - DECEMBER 31, 2018

SUBMITTED TO HUD  
APRIL 5, 2019



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# **I. Introduction**

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The Moving to Work Annual Report provides information on activities undertaken by the Holyoke Housing Authority (HHA) under the Moving to Work Demonstration Program (MTW) during Fiscal Year 2018, i.e., the period from January 1, 2018 to December 31, 2018. The U.S. Department of Housing and Urban Development (HUD) in the HUD Form 50900 defines the format and required content of this Report.

MTW is a demonstration program created by Congress in 1996 which permits HHA and other participating PHAs to combine Public Housing Operating Fund, Capital Fund and Housing Choice Voucher Program (HCVP) funding into a single, agency-wide block grant and to design and test flexible, locally-tailored approaches to administering its low-income housing programs. The terms and conditions of HHA's participation in the MTW program are defined in the MTW Agreement between HHA and HUD. Subject to HUD approval in the MTW Annual Plan, MTW agencies are allowed to waive some provisions of the US Housing Act of 1937 and HUD regulations to promote one or more of the following MTW statutory objectives:

- Reduce cost and achieve greater effectiveness in administering federally funded housing assistance programs;
- Provide incentives to families with children to obtain employment and become economically self-sufficient; and,
- Increase housing choices for eligible low-income families.

MTW flexibility is a key element of HHA's efforts to better respond to the local needs of the community and invest in affordable housing opportunities in Holyoke and the surrounding neighborhoods.

## **Long Term Goals and Objectives**

Following are HHA's long-term MTW goals and objectives:

- *Increase the number of HHA residents who are engaged in self-sufficiency efforts.*
- *Increase affordable housing opportunities for low-income households.*
- *Support sustainable development and community-wide neighborhood revitalization efforts.*
- *Streamline and reduce the cost of HHA operations.*
- *Leverage non-HUD resources to respond to the housing and related service needs of Holyoke's low-income households.*

## **Short Term Goals and Objectives**

The above, larger, broader themes, provide HHA high-level direction for the development of HHA's programs and policies. Below are shorter-term goals and objectives that are in support of HHA's long-term MTW vision. Progress towards these goals is more fully described in Section IV of the Report:

- ***Streamlining Activities:*** In FY 2018 HHA continued to implement a number of streamlining activities, using MTW authority, which resulted in significant cost and time savings to the agency and are beneficial to HHA HCV and public housing participants. These activities include biennial recertifications, revised asset policies and rent simplification.
- ***Support affordable housing development and redevelopment:*** HHA has established two activities which provide flexibilities for HHA to support affordable housing development and redevelopment (Neighborhood Revitalization and Preservation After Conservation). While HHA did not utilize the flexibilities provided by these activities in FY 2018, HHA will continue to explore new strategies to advance these initiatives.
- ***Rent Reasonableness:*** Given HOTMA increased the trigger for reasonable rent redeterminations to 10%, HHA is closing out the provision in the PBV rent reasonableness activity and the rent reasonableness activity which eliminates the requirement to re-determine the reasonable rent if there is a 5% decrease in the published Fair Market Rent (FMR).
- ***Modified Project-Based Voucher Program:*** HHA developed an activity which establishes a modified project-based voucher program. The activity allows HHA to flexibilities such as project basing 100% of the units in a property and selecting units to receive project based assistance without a competitive process. While, HHA did not utilize this flexibility in FY 2018, HHA expects to use the activity in future years as it brings on more project based vouchers.
- ***MTW Utility Allowance:*** FY 2018 was the first year of implementation of HHA's streamlined utility allowance schedule. The new schedule eliminated all utility allowances except for heat and other electricity and established one UA table for heat and another UA table for other electricity. The activity generated significant cost savings in FY 2018 and HHA only anticipates that to grow, as the new schedule did not come into effect until October of 2018.
- ***Holyoke Horizons Transitional Housing Support:*** HHA has established an activity to support participants of a re-entry program for person formerly in custody of the Hamden County Housing of Corrections. The activity sets aside thirty (30) rental subsidies, of \$200/month, to go to participants who are unable to meet the monthly rent minimum of \$400. In FY 2018, the activity supported 10 participants. HHA expects MTW funds will go to support more participants in the second year of implementation.

### **Non-MTW Goals and Objectives**

Non-MTW activities are defined by HUD as those activities that do not require MTW authority or flexibility to implement. In FY 2018, HHA continued to implement a broad array of non-MTW housing management, maintenance and supportive services efforts including the Mod Rehab and Mod Rehab SRO programs.

In addition to administering other programs for low-income families, HHA continued to advance the RAD conversion at Lyman Terrace and anticipates Phase II to close in the summer of 2019, at which time the remaining existing 76 Public Housing units will be converted to Project-Based Vouchers (PBVs) and subsequently construction of Phase 2A will begin shortly after.

HHA also continually looks for funding opportunities to further advance the goals and objectives of the agency. As such, HHA applied for the following funding opportunities during FY 2018:

- **Family Self-Sufficiency (FSS)** - HHA applied for and received \$99,839 in funding for the FSS Coordinator position under both the Public Housing and Housing Choice Voucher Programs.
- **Other-** HHA continued to monitor federal, state, municipal, and private funding opportunities and applied for and received the following awards to support the goals of the MTW Demonstration:
  - HHA was awarded \$4,000 in CDBG funds through the City of Holyoke for the Authority's First-Time Homebuyer Education Program
  - HHA has been selected to receive funding under the Fiscal Year 2017 Lead-Based Paint Capital Fund Program (LBPCFP) in the amount of \$93,450, which was received in September 2018. Under the LBPCFP grant, the HHA will evaluate and reduce lead-based hazards across our federal public housing portfolio.
  - HHA will also be collaborating with the Holyoke Redevelopment Authority and the City of Holyoke on an Urban Agenda Grant intended to increase multi-family housing homeownership opportunities in South Holyoke.

## II. General Housing Authority Operating Information

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### A. Housing Stock Information

Through its Housing Choice Voucher (HCV) and Public Housing programs, HHA provides rental assistance and housing to families, seniors and persons with disabilities. HHA partners with local and regional partner organizations to provide a wide range of services that support families served by HHA.

#### Actual New Project Based Vouchers

In FY 2018, HHA did not project base any MTW housing choice vouchers. Per HUD's approval, HHA has determined it is more beneficial for its RAD PBV units to be non-MTW. HHA will continue to pursue PBV opportunities for its MTW housing choice vouchers.

**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			
Arts and Innovation District	5	0	N/A	N/A	Component of the Neighborhood Revitalization Activity to PBV units in Holyoke's Arts & Innovation District
South Canal	76	0	N/A	N/A	RAD conversion. 4 story building with 118 funded units, 76 project-based under RAD.
Lyman Terrace	88	0	N/A	N/A	PBV Conversion of remaining public housing units.
Total Vouchers Newly Project Based	169	0			

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

HHA did not project base any new MTW housing choice vouchers in FY 2018. As mentioned above, RAD PBV units are not part of HHA's MTW count. Additionally, there was not an opportunity to project base vouchers as part of HHA's Neighborhood Revitalization Activity as further described in the approved section of the Report.

#### Actual Existing Project Based Vouchers

HHA continued to provide subsidies and provide oversight to 54 existing 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.

Planned number of PBVs was not included in the FY 2018 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, the actual number of PBVs in FY 2018 was used for the planned number of PBVs as well.

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

Property Name	Number of Project-Based Vouchers		Status at End of Plan year	RAD?	Description of Project
	Planned*	Actual			
<i>Holyoke Towers</i>	54	54	<i>Leased</i>	<i>No</i>	<i>Elderly Seven story, elderly high-rise with 8 two-bedrooms and bedroom units, 43 one-bedroom units, a community room with kitchen, and washer dryer access. Property is located at 582 Pleasant Street, Holyoke, MA.</i>
Total Actual Existing Project-Based Vouchers	54	54			

**Describe the difference between the Planned and Actual Existing Number of Vouchers Project-Based:**

As stated above, planned number of PBVs was not included in the FY 2018 MTW Annual Plan, as this table was not required in previous HUD Form 50900. Therefore, there are no differences between the planned and actual number of PBVs, as the actual number of PBVs in FY 2018 was used for the planned number of PBVs as well.

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

HHA completed a RAD conversion of 88 units in FY 2018 at Lyman Terrace.

**General Description of Actual Capital Expenditures During the Plan Year**

The table below provides a summary of the planned improvements, planned expenditures and actual expenditures for HHA’s Federal Public Housing developments during FY 2018.

**Table 3: Actual Capital Expenditure During the Plan Year**

<b>Public Housing Development</b>	<b>Planned Improvements</b>	<b>Projected Expenditures for FY 2018</b>	<b>Actual Expenditures for FY 2018</b>
Beaudoin Village	Roof Replacement	\$325,000	\$34,983
	Parking Lots & Playscape	\$0	\$24,039
	Energy Audit	\$0	\$2,750
	Main & Lateral Sewer Cleaning	\$13,000	\$9,630
Rosary Towers	Key Fob Replacement	\$15,000	\$6,865
	Kitchen Upgrades	\$0	\$66,683
	Energy Audit	\$0	\$2,250
Toepfert Apts.	Floor Replacement & Kitchen Upgrades	\$150,000	\$190,636
	Paint Porch & Railings	\$25,000	\$0
	Fire Escape Repairs	\$15,000	\$0
Ramos Units Scattered Site	Boiler Replacement	\$20,000	\$0
	Energy Audit	\$0	\$2,250
Falcetti Towers	Energy Audit	\$0	\$2,250
	Elevator Cylinder Replacement	\$0	\$42,549
Zielinski Apartments	Energy Audit	\$0	\$2,250
	Elevator Sheave Replacement	\$0	\$21,763
Coughlin Apartments	Energy Audit	\$0	\$2,250
Beaudry-Boucher Apartments	Energy Audit	\$0	\$2,250
Central Maintenance Facility	Slab Modifications	\$0	\$30,519
<b>Total</b>		<b>\$563,000</b>	<b>\$443,917</b>

## **B. Leasing Information**

### **Actual Number of Households Served**

HHA provided housing assistance to approximately XX households in FY 2018 through the HCV and Public Housing MTW program.

**Table 4: Actual Number of Households Served**

<b>Number of Households Served Through</b>	<b>Number of Unit Months Occupied/Leased*</b>		<b>Number of Households Served**</b>	
	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>
MTW Public Housing Units Leased	8,796	10,008	733	834
MTW HCV Utilized	16,452	13,260	1,371	1,105
Local, Non-Traditional: Tenant-Based	360	120	30	10
Local, Non-Traditional: Property-Based	1,200		100	



Number of Households Served Through	Number of Unit Months Occupied/Leased*		Number of Households Served**	
	Planned	Actual	Planned	Actual
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	
<b>Planned/Actual Totals</b>	26,808	23,388	2,234	1,949

\* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

\*\* In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

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

Following are the difference between the planned and actual households served:

- HCV; HHA’s current MTW funding formula has essentially level-funded HHA’s Housing Assistance Payment (HAP) funds since 2013, while leasing costs have increased substantially. Increasing HHA’s HAP funding remains a top priority of HHA in order to continue providing essential housing subsidies to current program participants. Due HHA’s MTW HCV funding formula, the number of households served was less than expected.
- Local, Non-Traditional: Tenant-Based; As this was the first year of implementation there was a lag in lease ups for this program. HHA expects to serve more households in their local, non-traditional tenant based program in FY 2019.
- Local, Non-Traditional: Property-Based; HHA proposed a local, non-traditional activity in FY 2018 which has not yet been approved. The FY 2018 Plan included planned households served under that activity. However, those households were not served in FY 2018.

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

Local, Non-Traditional Category	MTW Activity Name/Number	Number of Unit Months Occupied/Leased		Number of Households to be Served	
		Planned	Actual	Planned	Actual
Tenant-Based	2018-2: Holyoke Horizons Transitional Housing Support	360	120	30	10
Property-Based	Homeownership Repair Financing Program	1200	0	100	0
Homeownership	NA				

\*\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.

\*\*\*\* Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year

**Households receiving Local, Non-Traditional Services Only**

N/A

**Discussion of Any Actual Issues/Solutions Related to Leasing**

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Public Housing	N/A

Housing Program	Description of Actual Leasing Issues and Solutions
MTW Housing Choice Voucher	N/A
Local, Non-Traditional	N/A

### C. Waiting List Information

#### Actual Waiting List Information

**Table 7: 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 Fiscal Year
Federal MTW Public Housing	Other	534	Closed	Closed
Federal MTW Public Housing (Churchill Homes)	Other	705	Open	Open
Housing Choice Voucher	Other: Statewide	201,785	Open	Open
Housing Choice Voucher	Other: Statewide with Holyoke Residency	5,242	Open	Open

#### Describe any duplication of applicants across waiting lists:

As HHA maintains separate HCV and Public Housing wait lists, applicants may apply and be on both waitlists.

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

HHA did not make any changes to the organizational structure of the wait list or policy changes regarding the wait list during the fiscal year.

### D. Information on Statutory Objectives and Requirements

Under the MTW Agreement between HHA and HUD, HHA 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.

**Table 8: 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	3
49% - 30% Area Median Income	5
Below 30% Area Median Income	2

Income Level	Number of Local, Non-Traditional Households Admitted in the Plan Year
Total Local, Non-Traditional Households Admitted	10

**Maintain Comparable Mix**

**Table 9: Baseline for the Mix of Family Sizes Served**

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW *	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW **	Non-MTW Adjustments to the Distribution of Household Sizes ***	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	407	488	0	895	44%
2 Person	186	265	0	451	22%
3 Person	172	183	0	355	17%
4 Person	92	123	0	215	11%
5 Person	37	51	0	88	4%
6+ Person	14	17	0	31	2%
Totals	908	1,127	0	2,035	100%

\*Data as of September 2013

\*\*Data as of March 2014 – closest data available to date HHA entered MTW. Data does not include Enhanced Vouchers.

\*\*\*“Non-MTW adjustments to the distribution of family sizes” are defined as factors that are outside the control of the PHA. Acceptable “non-MTW adjustments” include, but are not limited to, demographic changes in the community’s population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

**Explanation for Baseline Adjustments to the Distribution of Household sizes Utilized**

N/A
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**Table 10: Mix of Family Sizes Served (in Plan Year)**

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	44%	834	49%	-5%
2 Person	22%	374	22%	0%
3 Person	17%	271	16%	1%

<b>4 Person</b>	11%	161	9%	2%
<b>5 Person</b>	4%	50	3%	1%
<b>6+ Person</b>	2%	24	1%	1%
<b>Total</b>	100%	1,714	100%	

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

NA

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

Table 11: Transition to Self Sufficiency

<b>MTW Activity Name/Number</b>	<b>Number of Households Transitioned to Self-Sufficiency*</b>	<b>MTW PHA Definition of Self Sufficiency</b>
2018-2: Holyoke Horizons Transitional Housing Support	0	Voluntary termination of housing assistance, as well as other forms of government assistance, Total household income of 80% of AMI or greater at time of termination and total household income from other forms of government assistance (TANF, cash aid, etc.) of \$0 at time of termination.

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

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All proposed activities that are granted approval by HUD are reported on in Section IV as ‘Approved Activities.’

## **IV. Approved MTW Activities**

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### **A. Implemented Activities**

#### **2013-1: Biennial Recertifications**

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

HHA has used its MTW Authority to recertify clients in both the HCV and the Public Housing Programs on a biennial schedule. The documentation requirements associated with recertification process are time consuming and burdensome, and generally, tenant rents do not vary greatly from year to year. By moving to a biennial recertification schedule, HHA was able to reallocate staff resources to other program areas and staff has more time to ensure income reviews are accurate and thorough.

In addition to biennial certifications, in FY 2015, HHA modified the activity to include a limitation on the number of voluntary interim recertifications a family may complete between biennial recertifications to two (2), including the following provisions:

- Required interim recertifications (i.e. for changes in family composition or otherwise required by HHA) do not count against the limit;
- Elderly and disabled households are exempt from this provision and are able to complete an interim recertification at any time; and,
- Zero-income households and households on minimum rent continue to be subject to annual or more frequent recertification requirements.

##### **Approval and Implementation**

Approved: FY 2013

Implemented FY: 2014

Amended: FY 2015

##### **Impact**

HHA completed a total 917 recertifications and 1,340 interims in FY 2018, a significant decrease in the total number of transactions as compared to the baseline data from FY 2013.

##### **Hardship**

There were no hardship requests in FY 2018.

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

There were no non-significant changes to this activity in FY 2018.

##### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

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

HHA did not meet the benchmarks for agency costs and staff time savings due to the high number of interims in FY 2018. While the benchmarks were not met, savings associated with this activity are still significant. Additionally, HHA did not meet the benchmark for the increase in agency revenue for public housing. HUD requires the use of this metric; however, HHA does not believe it is applicable in the context of this MTW activity

##### **Changes To Metrics**

There are no changes to the metrics.

**Metrics**

<i>CE #1: Agency Cost Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	Recertifications performed in FY 2013: 1,887  Time per recertification: 105 minutes  Time spent on recertifications in FY 13: 3,302 hours  Interims performed in FY 13: 1,321  Time per interim: 45 min.  Time spent on interims in FY 13: 991 hours  Total time spent on interims and recertifications: 4,293 hours  Average hourly wage for staff: \$23.87  Total cost in FY 2013: \$102,474	Estimated number of recertifications performed in FY18: 1,052  Time per recertification: 85 minutes  Anticipated time spent on recertifications in FY18: 1,490 hours  Estimated number of interims performed in FY18: 926  Time per interim: 45 min.  Anticipated time spent on interims in FY18: 695 hours  Total time spent on interims and recertifications: 2,185 hours  Average hourly wage for staff: \$24.35  Total cost after implementation of activity: \$53,205	Recertifications performed in FY 18: 917  Time per recertification: 85 minutes  Time spent on recertifications in FY 18: 1,299 hours  Interims performed in FY 18: 1,340  Time per interim: 45 minutes  Time spent on interims in FY 18: 1,005 hours  Total time spent on interims and recertifications: 2,304 hours  Average hourly wage for staff: \$27.50  Total cost after implementation of activity: \$63,360	No
<i>CE #2: Staff Time Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Total time to complete the task in staff hours (decrease).	<p>Recertifications performed in FY 2013: 1,887</p> <p>Time per recertification: 105 minutes</p> <p>Time spent on recertifications in FY 13: 3,302 hours</p> <p>Interims performed in FY 13: 1,321</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 13: 991 hours</p> <p>Total time spent on interims and recertifications prior to implementation of activity: 4,293 hours</p>	<p>Estimated number of recertifications performed in FY18: 1,052</p> <p>Time per recertification: 85 minutes</p> <p>Anticipated time spent on recertifications in FY18: 1,490 hours</p> <p>Estimated number of interims performed in FY18: 926</p> <p>Time per interim: 45 min.</p> <p>Anticipated time spent on interims in FY18: 695 hours</p> <p>Total time spent on interims and recertifications: 2,185 hours</p>	<p>Recertifications performed in FY 18: 917</p> <p>Time per recertification: 85 minutes</p> <p>Time spent on recertifications in FY 18: 1,299 hours</p> <p>Interims performed in FY 18: 1,340</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 18: 1,005 hours</p> <p>Total time spent on interims and recertifications: 2,304 hours</p>	No
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**CE #5: Increase in Agency Rental Revenue\*\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	<p>Average tenant rent share in HCV: \$347</p> <p>Average tenant rent share in public housing: \$315</p>	<p>Estimated Average tenant rent share in HCV: \$350</p> <p>Estimated Average tenant rent share in public housing: \$321</p>	<p>Average tenant rent share in HCV: \$392</p> <p>Average tenant rent share in public housing: \$294</p>	<p>HCV: Yes</p> <p>Public Housing: No</p>

*\*\*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in the context of this MTW activity.*



## **2013-2: Revised Asset Policies**

### **Description/Update**

HHA has used its MTW Authority to revise the requirements for the verification, calculation, and inclusion of asset income. Verifying and calculating assets is a time consuming process, and clients rarely have enough assets to affect the final rent determination.

In order to streamline the recertification process, HHA made three revisions to the existing asset policy:

- **Self-Certification of Assets** - Clients are permitted to self-certify all assets, when the family's combined market asset value is less than or equal to \$50,000. For families whose market value of their assets is greater than \$50,000, asset verification is subject to standard HUD verification requirements. HHA determines asset value using market, rather than cash value.
- **Calculation of Asset Income** - When determining asset income, HHA uses the market value of the asset and imputes asset income using HHA's established passbook savings rate.
- **Exclusion of Asset Income** - Originally HHA excluded all asset income below \$500 under this activity, however In HHA's FY 2017 Annual Plan submitted to HUD in December 2016, HHA proposed excluding asset income where the combined market asset value is less than or equal to \$50,000. This proposed policy is consistent with HHA's existing policy on Self-Certification of Assets.

In FY 2018, HHA continued to implement this activity, resulting in increased agency cost savings and staff time savings.

### **Approval and Implementation**

Approved: FY 2013

Implemented FY: 2014

Amended: FY 2017

### **Impact**

There were only 2 households in FY 2018 with assets over \$50,000. By reducing the households who require asset verification, HHA has generated significant cost and time savings for the agency.

### **Hardship**

There were no hardship requests in FY 2018.

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

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

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

All benchmarks were met except for:

- CE #1: Agency Cost Savings, which was due to the increased hourly wage; and,
- CE #5: Increase in Agency Rental Revenue for public housing, which HUD requires; however, HHA does not believe it is applicable in the context of this MTW activity.

### Changes To Metrics

There are no changes to the metrics.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	HCV households with assets: 229  PH households with assets: 411  Time per asset verification: 20 minutes  Total time spent verifying assets: 213 hours  Average hourly staff wage: \$23.87  Total cost to verify assets prior to implementation of activity: \$5,084	HCV households with asset over \$50,000: 1  PH households with assets over \$50,000: 1  Time per asset verification: 20 minutes  Average hourly wage for staff: \$24.35  Total cost after implementation of activity: \$16.23	HCV households with assets over \$50,000: 2  PH households with assets over \$50,000: 0  Time per asset verification: 20 minutes  Average hourly wage for staff: \$27.50  Total cost after implementation of activity: \$18.30	No
<i>CE #2: Staff Time Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	HCV households with assets: 229  PH households with assets: 411  Time per asset verification: 20 minutes  Total time spent verifying assets: 213 hours	HCV households with asset over \$50,000: 1  PH households with assets over \$50,000: 1  Time per asset verification: 20 minutes  Total time spent after implementation of activity: 40 minutes	HCV households with assets over \$50,000: 2  PH households with assets over \$50,000: 0  Time per asset verification: 20 minutes  Total time spent after implementation of activity: 40 minutes	Yes

<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	HHA quality control samples demonstrate that 0% of files have asset related errors.	HHA anticipates the number of files with asset related errors will be less than 5%.	<5% error rate	Yes
<b>CE #5: Increase in Agency Rental Revenue*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Rental revenue in dollars (increase).	Average tenant rent share in HCV: \$347  Average tenant rent share in public housing: \$315	Average tenant rent share in HCV: \$349.09  Average tenant rent share in public housing: \$321.70	Average tenant rent share in HCV: \$392  Average tenant rent share in public housing: \$294	HCV: Yes Public Housing: No
<i>*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in the context of this MTW activity.</i>				

## **2013-4: Neighborhood Revitalization**

### **Description/Update**

Using its MTW flexibility, HHA set-aside project based vouchers to be targeted to new or redeveloped affordable housing in Holyoke's Arts & Innovation District. The goal of this activity is to promote development in the Art's & Innovation District which will allow low-income households to move to a new or rehabilitated unit in a neighborhood of opportunity.

The activity allows:

- HHA to waive the requirement limiting the number of PBV units in a project to 25% of the total number of units in that project,
- PBV sites to develop their own tenant selection plans, and
- HHA to waive or revise the requirement that HHA offer tenant-based rental assistance to clients after one-year of occupancy in the assisted unit.

HHA initially set aside thirty project-based vouchers for this activity; however, HHA issued an RFP in October 2017, to which no one applied and expired in December 2017. While HHA still strongly supports the revitalizing of the Arts and Innovation District, the feasibility of project-based vouchers is unclear based on the housing stock within the current District's boundaries. Currently, the City is exploring expanding the District's boundaries to increase opportunities for development. HHA will continue to monitor the City's progress in revising boundaries and explore new prospects that arise to advance this initiative.

### **Approval and Implementation**

Approved: FY 2013

Implemented: Not yet implemented

### **Impact**

N/A

### **Hardship**

N/A

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

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

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

Outcomes are not report for this activity for FY 2018, as no units were project based under this initiative.

### **Changes To Metrics**

There are no changes to the metrics.

### **Metrics**

**CE #1: Agency Cost Savings\*\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$0.00	\$0.00	N/A	N/A
<i>**HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity.</i>				
<b>CE #2: Staff Time Savings**</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	0	0	N/A	N/A
<i>**HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity.</i>				
<b>HC #4: Displacement Prevention**</b>				
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 units	0 units	N/A	N/A
<i>**HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity. This activity is designed to create units, not prevent displacement.</i>				
<b>HC #5: Increase in Resident Mobility</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 units	5 Units	N/A	N/A

## 2015-1: Rent Simplification

### Description/Update

HHA's rent simplification activity includes the following components.

- Use the Payment Standard in effect at the effective date of the regular recertification regardless of any change in the Payment Standard. (HCV Program only)
- Exclude all Full-time student income for household members other than the Head, Spouse or Co-Head. (Public Housing and HCV)
- Eliminate the adult full time student deduction. (Public Housing and HCV)

HHA continued the implementation of this activity in FY2018. The activity allows for a much more streamlined process and results in cost and time savings for HHA staff.

### Approval and Implementation

Approved: FY 2015

Implemented: FY 2016

### Impact

In FY 2018 there were 80 households with full time students who did not require verification. With an uptake in the number of households with full-time students, HHA's time and cost savings associated with the verification and calculate of income for full time students exceeded the benchmark.

### Hardship

There were no hardship requests in FY 2018.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2018.

### Actual Significant Changes

There were no significant changes to this activity in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

HHA did not experience challenges in achieving the benchmarks in FY 2018, with the exception of CE #5: Increase in Agency Rental Revenue for public housing. However, HUD requires use of this metric; however, HHA does not believe it is applicable in the context of this MTW activity.

### Changes To Metrics

Baselines and Benchmarks have been updated and are reflected below.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task	Number of	Number of	Number of	Yes

in dollars (decrease).	households with full-time student in FY14: 66  Approximate time to verify full-time student income and status: 15 minutes  Hourly Staff Rate: \$23.87  Total cost of activity: \$394	households with full-time student: 66  Approximate time to verify full-time student income and status: 5 minutes  Hourly Staff Rate: \$24.11  Total cost of activity: \$133	households with full-time student: 80  Approximate time to verify full-time student income and status: 5 minutes  Hourly Staff Rate: \$26.62  Total cost of activity: \$177	
<b>CE #2: Staff Time Savings</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Number of households with full-time student in FY14: 66  Approximate time to verify full-time student income and status: 15 minutes  Total time spent on activity: 16.5 hours	Number of households with full-time student: 66  Approximate time to verify full-time student income and status: 5 minutes  Total time spent on activity: 5.5 hours	Number of households with full-time student: 80  Approximate time to verify full-time student income and status: 5 minutes  Total time spent on activity: 6.7 hours	Yes
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	HHA quality control samples demonstrated that 0% of files had full time student related errors	HHA anticipates the number of files with full time student related errors will be less than 5%	<5%	Yes
<b>CE #5: Increase in Agency Rental Revenue*</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Tenant Rent Share (increase).	Average tenant rent share in HCV: \$350.46  Average tenant rent share in	Estimated Average tenant rent share in HCV: \$350  Estimated	Average tenant rent share in HCV: \$392  Average tenant rent share in	HCV: Yes Public Housing: No

	public housing: \$299.76	Average tenant rent share in public housing: \$321	public housing: \$294	
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*\*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity.*



## **2015-3: PBV Rent Reasonableness**

### **Description/Update**

Under this initiative, HHA modified the rent redetermination policy for PBVs. Note that no change was implemented to the existing policy for determining initial rents, i.e. initial PBV rents will continue to be determined in conformance with the provisions of 24 CFR 983.301 through 983.305 as applicable.

Under this activity:

- Re-determined rents to owners of PBV units, *except for certain tax credit units as defined in 983.501(c)*, shall not exceed the lowest of the reasonable rent or the rent requested by owner. This policy change eliminated consideration of the then current Fair Market Rent (FMR) limits when re-determining PBV rents.

Affordable housing developers use the PBV commitment to secure project funding and project lenders assume rent trending when underwriting projects; therefore, this policy change helps to ensure the long-term viability and affordability of PBV developments while also promoting housing choice.

### **Approval and Implementation**

Approved: FY 2015

Implemented: FY 2015

### **Impact**

Since the FMR increased from FY 2017 to FY 2018, there was no impact associated with re-determining reasonable rent. HHA does not monitor PBV rents as compared to FMR, and the instances where FMR is less than the reasonable rent and rent requested by the owner.

### **Hardship**

There were no hardships in FY 2018.

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

Under this activity, HHA had eliminated the requirement at 983.303(b) to re-determine the reasonable rents for PBV units whenever there is a five percent or greater decrease in the published FMR in effect sixty days before the contract anniversary as compared with the FMR in effect one year before the contract anniversary. However, 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. HHA 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, and therefore, is removing that provision from the activity.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

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

HHA did not experience any challenges in achieving the benchmarks. As FMRs increased from 2017 to 2018, HHA did not have any costs or staff time spent associated with re-determining rents for PBVs.

### **Changes To Metrics**

There are no changes to the metrics. However, HHA will revise metrics to this activity in the next plan, as HHA is removing the provision to re-determine reasonable rents for PBV units whenever there is a five percent or greater decrease in the published FMR.

**Metrics**

<i>CE #1: Agency Cost Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	<p>Number of PBV developments receiving assistance leased in FY 2015: 2</p> <p>Time to complete Reasonable Rent: 30 min.</p> <p>Staff Hourly Wage: \$23.87</p> <p>Cost to re-determine reasonable rent in FY 15 if 5% decrease in published FMR: \$23.87</p>	\$0	\$0	Yes
<i>CE #2: Staff Time Savings</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	<p>Number of PBV developments receiving assistance leased in FY 2015: 2</p> <p>Time to complete Reasonable Rent: 30 min.</p> <p>Time spent to re-determine reasonable rent in FY 15 if 5% decrease in published FMR: 1 hour</p>	0	0	Yes

## **2015-4: Preservation after Conservation (formerly Project-Basing Enhanced Vouchers)**

### **Description/Update**

HHA has preserved the long-term affordability of expiring use properties by project-basing Enhanced and Tenant Protection vouchers for up to a 15 year extendable term. Households that reside in a preservation eligible project as of the conversion date are be given the choice between an Enhanced or Tenant Protection voucher or a Project-Based Voucher. Prior to the conversion date, HHA meets with tenants to explain the advantages/disadvantages and the impact of an Enhanced Voucher vs. a Project-Based Voucher so the tenants can make informed decisions. When a household opts for an Enhanced or Tenant Protection Voucher, HHA may apply MTW operating flexibilities (i.e. Biennial Recertification and Revised Asset Policies). The only Enhanced Voucher provision that will apply to tenants selecting the Project-Based option is the initial income eligibility requirement.

For tenants that are over-housed as of the conversion date and elect to receive a Project-Based Voucher, HHA may waive the subsidy policy provided there is at least one household member per bedroom. Tenants may also request a reasonable accommodation if applicable.

HHA may waive 24 CFR 983.56 in its entirety including the 25% per building/project which will allow for every eligible household in a preservation eligible project to elect to receive a Project-Based Voucher. Additionally, should a household that elects to receive an Enhanced or Tenant Protection Voucher move from the property, HHA may add the unit to the Project-Based HAP Contract at any time during the term of the HAP contract.

HHA anticipated that the regulatory flexibility under this activity may have been used for Neighborhood Revitalization projects. However, since there were no applications to the RFP issued under Neighborhood Revitalization, HHA did not end up utilizing the flexibility under this activity in FY 2018. HHA will continue to look for opportunities where this activity would assist in the preservation of expiring use properties.

### **Approval and Implementation**

Approved: FY 2015

Implemented: FY 2015

Modified: FY 2018

### **Impact**

N/A

### **Hardship**

There were no hardships in FY 2018.

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

There were no non-significant changes to this activity in FY 2018.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2018.

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

HHA did not experience any challenges in achieving the benchmarks.

### **Changes To Metrics**

There are no changes to the metrics.

**Metrics**

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

## **2016-1: Modified Project-Based Voucher Program**

### **Description/Update**

Preserving affordable housing and expanding the supply of units continues to be a major objective of HHA. In connection with HHA's Preservation after Conservation MTW Activity and other PBV activities undertaken by HHA, has implemented the following PBV provisions:

- HHA may elect to unit-base 100 percent (100%) of the dwelling units in any PBV project or development provided that the development meets the applicable MTW Site and Neighborhood Standards.
- HHA will not provide a mobile tenant-based voucher to PBV participants except when the participant has requested and been granted a reasonable accommodation transfer; or, has requested and been determined eligible for a VAWA transfer; or, has requested and been determined eligible for an emergency transfer.
- HHA will not permit a family member to be added to a PBV household if the new member would result in the family being under-housed except in the case of birth, court-ordered custody, marriage or live-in aides.
- HHA will allow for units to be added to a PBV HAP Contract at any time during the term of the HAP Contract if HHA determines that such addition will support the goals of promoting neighborhood revitalization, avoiding tenant displacement and/or ensuring long-term affordability. The anniversary and expiration dates of the HAP Contract term for the PBV units originally placed under contract and the new units added to the contract will remain consistent. HHA envisions that this flexibility will be applied infrequently and only as necessary to support the above-listed goals. HHA will follow any applicable non-MTW provisions related to subsidy layering, Field Office approval or other applicable HUD requirements.
- HHA may select its own units to receive project-based assistance without a competitive process. Such units will be subject to subsidy layering requirements. HHA may project-base assistance at properties other than public housing properties owned directly or indirectly by HHA, including those owned by HHA affiliates or instrumentalities. HHA acknowledges the guidance provided by HUD in PIH Notice 2015-15(HA) and will continue to adhere to the requirements set forth in the Notice unless or until HHA receives HUD approval to waive said requirements.
- HHA will permit owners to prepare and submit written requests to operate owner-managed PBV site-base waiting lists (SBWLs). As part of the SBWL request, owners must submit their proposed Tenant Selection Plan. HHA will review all requests and provide a written response regarding the outcome of their request to operate a PBV SBWL. HHA will monitor owner compliance with regulatory and agency requirements.

### **Approval and Implementation**

Approved: FY 2016

Implemented: FY 2016

### **Impact**

As HHA did not project base any new MTW housing choice vouchers in FY 2018, the Agency did not utilize flexibilities under this activity.

**Hardship**

There were no hardships in FY 2018.

**Actual Non-Significant Changes**

There were no non-significant changes in FY 2018.

**Actual Significant Changes**

There were no significant changes in FY 2018.

**Challenges In Achieving Benchmarks & Possible Strategies**

HHA did not experience any challenges in achieving benchmarks.

**Changes To Metrics**

There are no changes to metrics.

**Metrics**

<b>CE #1: Agency Cost Savings*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total cost of task in dollars (decrease).	\$0.00	\$0.00	\$0.00	Yes
<i>*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity as this activity is not anticipated to result in cost savings.</i>				
<b>CE #2: Staff Time Savings*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	0	0	0	Yes
<i>*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity as this activity is not anticipated to result in staff time savings.</i>				
<b>HC #4: Displacement Prevention*</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	0 units	0 Units	0 units	Yes

*\*HUD is requiring the use of this metric; however, HHA does not believe it is applicable in this context of this MTW activity as this activity is not designed as a displacement prevention initiative.*

***HC #1: Additional Units of Housing Made Available\****

<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	0 units	0 units	0 units	Yes

*\*HHA is incorporating this standard metric as a local metric.*

## 2018-1: MTW Utility Allowances

### Description/Update

HHA adopted a streamlined Utility Allowance (UA) model that eliminated all utility allowances except for heat and other electricity for both MTW tenant-based and project-based program households. The streamlined UA model established one UA table for heat and another UA table for other electricity. The streamlined UA is independent of fuel type or building type. HHA will continue to select the UA for the smaller of the unit size or voucher size.

HHA implemented the streamlined utility allowance schedule in October of 2018. All households were given 180 days' notice, regardless of the impact to their UA.

### Approval and Implementation

Approved: FY 2018

Implemented: FY 2018

### Impact

HHA has already experienced significant cost savings associated with the streamlined utility allowance, which effected 806 households in FY 2018.

### Hardship

There were no hardships in FY 2018.

### Actual Non-Significant Changes

There were no non-significant changes in FY 2018.

### Actual Significant Changes

There were no significant changes in FY 2018.

### Challenges In Achieving Benchmarks & Possible Strategies

- CE #1: Agency Cost Savings and CE #5: Increase in Agency Rental Revenue  
HHA did not achieve the benchmarks established for CE #1 and #5. As the streamlined utility allowance schedule was implemented in October, cost savings (and revenue) were only generated during three months in FY 2018. HHA expects cost savings to exceed the established benchmark moving forward.
- CE #3: Decrease in Error Rate of Task Execution  
In FY 2019 HHA will establish a monitoring process to collect information regarding the error rate of utility allowance determinations.

### Changes to Metrics

There are no changes to the metrics.

### Metrics

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



Total cost of task in dollars (decrease).	\$80,471	\$51,885	\$54,075	No
<b><i>CE #2: Staff Time Savings</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total time to complete the task in staff hours (decrease).	Time required to calculate UA: 10 minutes  Number of households with UA in FY17: 1,102  Total staff time prior to implementation: 184 hours	Time required to calculate UA: 5 minutes  Number of households with UA in FY17: 1,102  Total staff time prior to implementation: 92 hours	Time required to calculate UA: 5 minutes  Number of households with UA in FY18: 806  Total staff time after implementation: 67 hours	Yes
<b><i>CE #3: Decrease in Error Rate of Task Execution</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	10%	8%	NA	NA
<b><i>CE #5: Increase in Agency Rental Revenue</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Total Revenue (Increase).	\$0	\$89,448	38,341	No

## **2018-2: Holyoke Horizons Transitional Housing Support**

### **Description/Update**

In support of the Sheriff's Department's efforts to reduce recidivism and enhance community safety, HHA has set aside MTW funds to support the Community Housing Earned Safe and Supportive (CHESS) initiative of the HCSD. CHESS is a sponsor-based transitional housing program that is designed to promote the successful community re-entry of persons formerly in the custody of the Hampden County House of Correction. HCSD, through the Mental Health Association (MHA), leases three-bedroom apartments in the community that will house non-related former offenders participating in the CHESS program. Program participants are required to pay 40% of their income or a minimum of \$400/month towards rent to MHA and also participate in a supportive services program. This activity supports otherwise eligible low-income participants who do not earn sufficient income to pay the \$400/month rent minimum.

HHA provides up to 30 rental subsidies of \$200/month per participant to the HCSD, who will then disburse funds to the landlords through MHA. Dependent on unit availability, up to three participants unable to meet the monthly rent minimum of \$400 may be housed in one unit, which would result in a \$600 subsidy for that particular unit. Should an assisted participant leave the program within the fiscal year, the subsidy will remain with the program and may be used to support another eligible low-income participant.

### **Approval and Implementation**

Approved: FY 2018

Implemented: FY 2018

### **Impact**

In FY 2018, subsidy supported 10 CHESS participants. HHA expects MTW funds will support more households in the second year of implementation.

### **Hardship**

There were no hardships in FY 2018.

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

There were no non-significant changes in FY 2018.

### **Actual Significant Changes**

There were no significant changes in FY 2018.

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

HHA did not achieve all benchmarks for this activity due to a lag in the first year of implementation. HHA expects to serve more families in the fiscal year.

### **Changes To Metrics**

HHA has established benchmarks for metrics which were previously identified as TBD, with the exception of CE #4: Increase in Resources Leveraged. HHA will work to identify the cost associated with supportive services per participant in the CHESS program to establish a benchmark in the next MTW Plan.

### **Metrics**

<b><i>CE #4: Increase in Resources Leveraged</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved</b>
Amount of funds leveraged in dollars (increase).	\$0	TBD	N/A	N/A
<b><i>SS #5: Households Assisted By Services that Increase Self-Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved</b>
Number of households receiving services aimed to increase self-sufficiency.	0 households	30 households	10 households	No
<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved</b>
Number of households transitioned to self-sufficiency (increase).*	0 households	5	0 households	No
*Self-sufficiency will be defined as voluntary termination of assistance due to an income increase great enough so that HHA subsidy is not required for the CHES unit.				
<b><i>HC #5: Increase in Resident Mobility</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0 Units	30 households	10 households	No
<b><i>HC #7: Households Assisted by Services that Increase Housing Choice</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households receiving services aimed to increase housing choice (increase).	0 households	30 households	10 households	No
<b><i>Local Metric: Number of Households Served Per Voucher</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>

Number of households served per voucher.	0 households	1 household	1 household	Yes
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**B. Not Yet Implemented Activities**

Not Applicable.

**C. Activities on Hold**

Not applicable.

## D. Closed Out Activities

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

Activity	Plan Year	Close Out Year	Reason for Close Out
2013-5 Biennial Inspections	2013	2014	HHA closed out this activity as an MTW initiative due to the 2014 Appropriations Act, which allows HHA to transition to a biennial inspection schedule without MTW authority.
2013-3: Career Advancement Program	2013	2014	HHA closed-out this activity the CAP program as a result of the limited participation rate, coupled with the amount of staff time required.

### 2015-2: Rent Reasonableness

1. *Plan Year Approved and Implemented*

Activity 2015-2 was approved and implemented in FY 2015.

2. *Activity Description*

HHA eliminated the requirement to re-determine the reasonable rent if there is a 5% decrease in the published Fair Market Rent (FMR) in effect 60 days before the contract anniversary date as compared to the FMR in effect 1 year before the contract anniversary.

3. *Plan Year Closed Out*

HHA is closing this activity out in FY 2018. The FY 2019 Plan included this activity; however, the Plan was submitted prior to the submission of the Report.

A. *Reason Why Activity was Closed Out*

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. HHA 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.

B. *Final Outcomes and Lessons Learned*

While decreases in FMR from one year to the next are not that common, therefore, the activity did not save HHA significant time

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

None.

D. *Summary table of outcomes from each year of the activity*

HHA tracked the following HUD Standard Metrics for Activity 2013-2, the outcomes of which are summarized below by fiscal year. Where outcomes were "0", the FMRs increased for all areas within HHA's jurisdiction.

<b>CE #1: Agency Cost Savings</b>			
<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
0	0	0	0
<b>CE #2: Staff Time Savings</b>			
<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
0	0	0	0



## V. Sources and Uses of MTW Funds

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### A. Sources and Uses of MTW Funds

#### i. Actual Sources of MTW Funds in the Plan Year

On March 8, 2019 HHA submitted all required FY 2018 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

#### ii. Actual Uses of MTW Funds in the Plan Year

On March 8, 2019 HHA submitted all required FY 2018 unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

#### iii. Describe Actual Use of MTW Single Fund Flexibility

HHA did not use single fund flexibility for broader use purposes during FY 2018.

### 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

## **VI. Administrative**

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### **A. HUD Reviews, Audits and Physical Inspection Issues**

There were no formal finding in HHA's FY 2018 single audit. HHA did not receive any other HUD review or physical inspection issues that would require HHA to take action to address the issue.

### **B. PHA-Directed Evaluations**

There no other evaluations completed in FY 2018.

### **C. Certifications of MTW Statutory Requirements**

HHA certifies that, in Fiscal Year 2018, it continued to meet the three statutory objectives of the MTW program. The Board resolution containing the certification required by HUD is included as an Appendix.

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

N/A

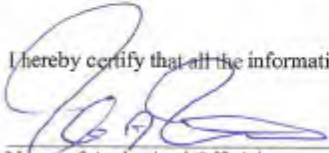
## Appendix A: Certification Of Conformance with MTW Statutory Requirements

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The Holyoke Housing Authority hereby certifies that between the period of (January 1, 2018 - December 31, 2018) HHA met the following three statutory requirements of:

1. Assuring that at least 75% of the families assisted by HHA 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.

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

  
\_\_\_\_\_  
Name of Authorized Official

*Executive Director*  
\_\_\_\_\_  
Title