



# MTW Annual Report FY 2019

## Holyoke Housing Authority

HHA FISCAL YEAR 2019  
JANUARY 1, 2019 -  
DECEMBER 31, 2019

SUBMITTED TO HUD  
APRIL 9, 2020

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# **I. Introduction**

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The Moving to Work Annual Report provides information on programs and initiatives undertaken by the Holyoke Housing Authority (HHA) under the Moving to Work Demonstration Program (MTW) during Fiscal Year 2019, i.e., the period from January 1, 2019 to December 31, 2019. 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 Public Housing Authorities to combine the Public Housing Operating Fund, Capital Fund and Housing Choice Voucher Program (HCVP) funding into a single, agency-wide MTW 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, which extends through 2028. 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 efficiency 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.

The creative use of MTW flexibility continues to be a key element of HHA's efforts to proactively respond to the needs and priorities of the community and invest in affordable housing opportunities in Holyoke and the surrounding neighborhoods.

## **Long Term Goals and Objectives**

HHA has established the following long-term goals and objectives for the MTW program:

- *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 the Approved Activities section of this report.

- ***Holyoke Public School (HPS) Assistance Program:*** In FY 2019 HHA implemented the HPS Assistance Program. Research has shown that instability in housing has a negative impact on a child's educational attainment. To address the needs of families who are experiencing unstable housing, HHA allocated up to 15 Housing Choice Vouchers, to eligible families referred by HPS. Eligibility is defined as families with at least one school-aged child enrolled in HPS, whose lack of stable and affordable housing is affecting their children's attendance and success at school. HHA leased 9 families in FY 2019 under this initiative and is hopeful to issue and lease the remaining vouchers in FY 2020.
- ***Youth Aging Out of Foster Care:*** HHA partnered with the Holyoke Department of Children and Family in an effort to provide a stable housing and service program for youth aging out of foster care (YAFC). Hundreds of youth "age out" of the foster care system each year in Massachusetts, meaning they reach the age threshold required to receive services, including housing. Some are adopted by their foster care family, others are reunited with their biological parents, but many have no support network. HHA allocated 15 vouchers for youth meeting the eligibility requirements for these YAFC vouchers. Additionally, as participants are not likely to have accrued finances available for initial housing costs, HHA has committed to utilize MTW funds, through its Single Fund Flexibility, to offer up-front housing assistance to new participants of the Youth Aging out of Foster Care Program. Up-front housing assistance may include first and last months' rent and security deposit. In FY 2019, the MOU between HHA and DCF was signed. Referrals did not begin until the end of the fiscal year and as such only one family had leased a unit in FY 2019. Lease up of the remaining vouchers is anticipated in FY 2020.
- ***Streamlining Activities:*** In FY 2019 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 2019, HHA will continue to explore new strategies to advance these initiatives.
- ***Holyoke Horizons Transitional Housing Support:*** HHA has established an activity to support participants of a re-entry program for persons 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 2019, the activity supported 11 participants, 8 of whom went on to lease units under the Project Based Voucher Program. HHA anticipates that additional referrals will be made in FY 2020 so the vouchers under this program will be fully utilized
- ***Modified Project-Based Voucher Program:*** HHA's modified PB program continued to provide HHA with 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 2019, HHA expects to use the activity in future years as it brings on more project-based vouchers.

- **MTW Utility Allowance:** HHA continued to implement its streamlined utility allowance schedule in FY 2019 during which the majority of remaining families transitioned to the streamlined UA schedule. It is anticipated that by October 2020 all families will have transitioned to the streamlined UA schedule. The UA 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 continues to generate significant cost savings.

### **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 2019, HHA continued to implement a broad array of non-MTW housing management, maintenance and supportive services efforts.

In addition to administering other programs for low-income families, HHA continued to advance the RAD conversion at Lyman Terrace. Specifically, 88 PBV vouchers were converted under RAD Part I as part of Lyman Terrace Phase I. The Lyman Terrace Phase II closing took place in July 2019 with plans to lease Phase II units in three parts, the first consisting of 24 units scheduled for leasing in March 2020.

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 2019:

- **Family Self-Sufficiency (FSS)** - HHA received \$113,159 in funding under the FSS Grant, which covers both the Public Housing and Housing Choice Voucher Programs.
- **Resident Opportunity and Self-Sufficiency (ROSS)** – HHA received \$239,500 in funding for a 3-year term under the ROSS program which covers all Public Housing 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 received a 6.5 million-dollar MassWorks award for infrastructure work to be completed around Carlos Vegas Park. This work will pave the way for construction of the first phase of South Holyoke Homes.
  - HHA received \$40,000 for a Resident Service Coordinator from the Department of Housing and Community Development to serve state-aided public housing.

## 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 2019, HHA project-based 76 units at Lyman Terrace; however these units are funded outside of HHA's MTW Block Grant and as such are not included on this table. 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			
Holyoke Farms	30	0	N/A	No	PBV conversion in well-established mixed-income development in Holyoke, MA
Lyman Terrace II	76	0	Leased under HAP contract	No	PBV Conversion of remaining public housing units to Project-Based Vouchers (PBV)
Total Planned/Actual Vouchers Newly Project Based	106	0			

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

HHA did not project base any units at Holyoke Farms in FY 2019 as these units were awarded by another PHA to the owner of Holyoke Farms. The units at Lyman Terrace II are funded outside of the MTW Block Grant. Information on these units can be found in the Leasing section of this report under Non-MTW vouchers.

#### 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.

**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			
Holyoke Towers	54	54	Leased	No	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.
Total Planned/Actual Existing Project-Based Vouchers	54	54			

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

Actual PBV unit numbers were consistent with the planned PBV units.

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

There was no new housing stock added during FY 2019; however, a total of 76 units were removed at Lyman Terrace in July 2019 with the financial closing of Lyman Phase II.

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

The table below provides a summary of the actual expenditures for HHA's Federal Public Housing developments during FY 2019.

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

Development	Work Item Description	Actual FY 2019 Expenditure
Beaudoin Village	Replace existing roof, repair damaged siding and re-stain; upgrade door hardware	\$396,548.25
	Vacancy Unit Turn - Floor, Ceiling refinished; countertop replacement	\$33,944.75
	Clean lateral sewer lines with video assistance	\$5,622.00
Toepfert Apts.	Fire Escape Evaluation	\$8,800.00
	Site Improvements	\$3,450.00
	Security Camera Upgrades	\$4,213.00

Development	Work Item Description	Actual FY 2019 Expenditure
	Replace existing flooring and kitchen & bath cabinets, baseboard radiation replacement & tub refinish	\$396,089.46
Coughlin Apts.	Elevator Evaluation	\$1,449.00
Zielinski Apts.	Elevator Evaluation	\$1,443.00
Beaudry-Boucher Apts.	Elevator Evaluation	\$1,443.00
Falcetti Towers	Elevator Evaluation	\$2,886.00
Rosary Towers	Waste drain replacement	\$12,393.50
	Elevator Evaluation	\$2,886.00
	Elevator Lowering Battery	\$5,070.00
Churchill I	Vacancy Unit Turn - Floor, Ceiling refinished; countertop replacement	\$3,854.20
Churchill II	Site Improvements	\$2,709.00
	Elevator Evaluation	\$1,993.00
Central Maintenance	Fire Alarm Upgrades	\$10,382.75
	Slab Modifications	\$243,600.00
	Fire Suppression Improvements	\$47,880.00
	Office Space Modifications	\$19,190.00
	Ventilation and basement improvements	\$61,400.37
Administrative Offices	Upgrade wireless equipment	\$6,695.00
	Office Space Modifications	\$18,521.50
<b>Total</b>		<b>\$1,292,463.78</b>

## B. Leasing Information

### Actual Number of Households Served

HHA provided housing assistance to approximately 1,828 households in FY 2019 through the HCV and Public Housing MTW programs.

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

Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served	
	Planned	Actual	Planned	Actual
MTW Public Housing Units Leased	7,848	7,848	654	654
MTW HCV Utilized	16,560	13,622	1,380	1,136



Number of Households Served Through:	Number of Unit Months Occupied/Leased*		Number of Households Served	
	Planned	Actual	Planned	Actual
Local, Non-Traditional: Tenant-Based	360	132	30	11
Local, Non-Traditional: Property-Based	N/A	N/A	N/A	N/A
Local, Non-Traditional: Homeownership	N/A	N/A	N/A	N/A
<b>Planned/Actual Totals</b>	<b>24,768</b>	<b>21,602</b>	<b>2,064</b>	<b>1,801</b>

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

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

- HHA is at 100% budget utilization for its tenant-based vouchers. Given the limited budget authority, HHA has leased as many vouchers as funds will allow. Pending changes in funding allocations, HHA will be able to lease additional vouchers.
- Local Non-Traditional Tenant-Based Voucher utilization is less than planned due to limited referrals from the partner agency.

**Non-MTW Households Served**

In addition to the MTW Housing Choice and Public Housing families served, HHA also serves families in federal programs outside of MTW funding including:

- Project Based Vouchers:
  - Lyman Terrace I: 88 PBV vouchers converted under RAD Part I
  - Lyman Terrace II: 76 vouchers to be leased in three phases. The first phase will be for 24 units and leasing will begin in March 2020. The second phase is under construction and the third phase is not yet under construction.

**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	132	30	11
Property-Based	N/A				
Homeownership	N/A				

**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	HHA is at 100% budget utilization for its tenant-based vouchers. Given the limited budget authority, HHA has leased as many vouchers as funds will allow. Pending changes in funding allocations, HHA will be able to lease additional vouchers.
Local, Non-Traditional	HHA does not control the flow of referrals from the partner agency. If utilization continues to be less than allocated, HHA may consider decreasing the allocation.

### 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	309	Closed	No
Federal MTW Public Housing (Churchill Homes)	Other	1,513	Open	No
Housing Choice Voucher	Other: Statewide	202,538	Open	N/A
Housing Choice Voucher	Other: Statewide with Holyoke Residency	5,500	Open	N/A

#### 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

Waiting List Name	Description of Actual Changes to Waiting List
Housing Choice Voucher Program	HHA now participates in GoSection8, which now maintains the State Centralized Waiting List.

### 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	3
<b>Total Local, Non-Traditional Households Admitted</b>	11

**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)**

<b>Mix of Family Sizes Served (in Plan Year)</b>				
<b>Family Size</b>	<b>Baseline Mix Percentage</b>	<b>Number of Households Served in Plan Year</b>	<b>Percentage of Households Served in Plan Year</b>	<b>Percentage Change from Baseline Year to Current Plan Year</b>
<b>1 Person</b>	44%	904	48%	+4%
<b>2 Person</b>	22%	401	22%	0%
<b>3 Person</b>	17%	292	16%	-1%
<b>4 Person</b>	11%	170	9%	-2%
<b>5 Person</b>	4%	70	4%	0%
<b>6+ Person</b>	2%	27	1%	-1%
<b>Total</b>	100%	1,864	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	8	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.
2019-1 Youth Aging Out of Foster Care	0	Number of HHs who have ended participation in the program due to end of voucher term, not termination or early departure.

### **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

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

- Approved: FY 2013
- Implemented FY: 2014
- Amended: FY 2015

##### 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 the 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.

##### Impact

HHA completed a total 894 recertifications and 842 interim recertifications in FY 2019, a significant decrease in the total number of transactions as compared to the baseline data from FY 2013. There were no hardship requests in FY 2019.

##### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

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

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

##### Actual Significant Changes

There were no significant changes to this activity in FY 2019.

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

HHA met all benchmarks for this activity; however, it should be noted that as hourly rates increase, realized savings will decrease.

##### Metrics

<i>CE #1: Agency Cost Savings</i>
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<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>Recertifications performed in FY13: 1,887</p> <p>Time per recertification: 105 minutes</p> <p>Time spent on recertifications in FY13: 3,302 hours</p> <p>Interims performed in FY13: 1,321</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY13: 991 hours</p> <p>Total time spent on interims and recertifications: 4,293 hours</p> <p>Average hourly wage for staff: \$23.87</p> <p>Total cost in FY13: \$102,474</p>	<p>Estimated number of recertifications performed in FY19: 1,052</p> <p>Time per recertification: 85 minutes</p> <p>Anticipated time spent on recertifications in FY19: 1,490 hours</p> <p>Estimated number of interims performed in FY19: 926</p> <p>Time per interim: 45 minutes</p> <p>Anticipated time spent on interims in FY19: 695 hours</p> <p>Total time spent on interims and recertifications: 2,185 hours</p> <p>Average hourly wage for staff: \$24.35</p> <p>Total cost after implementation of activity: \$53,205</p>	<p>Recertifications performed in FY 2019: 894</p> <p>Time per recertification: 85 minutes</p> <p>Time spent on recertifications in FY 2019: 1,267 hours</p> <p>Interims performed in FY 2019: 842</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 2019: 632</p> <p>Total time spent on interims and recertifications: hours: 1,899</p> <p>Average hourly wage for staff: \$28.05</p> <p>Total cost after implementation of activity: \$53,267</p>	Yes
<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).	<p>Recertifications performed in FY13: 1,887</p> <p>Time per recertification: 105 minutes</p> <p>Time spent on recertifications in FY13: 3,302 hours</p> <p>Interims performed in FY13: 1,321</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY13: 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 FY19: 1,052</p> <p>Time per recertification: 85 minutes</p> <p>Anticipated time spent on recertifications in FY19: 1,490 hours</p> <p>Estimated number of interims performed in FY19: 926</p> <p>Time per interim: 45 minutes</p> <p>Anticipated time spent on interims in FY19: 695 hours</p> <p>Total time spent on interims and recertifications: 2,185 hours</p>	<p>Recertifications performed in FY 2019: 894</p> <p>Time per recertification: 85 minutes</p> <p>Time spent on recertifications in FY 2019: 1,267 hours</p> <p>Interims performed in FY 2019: 842</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 2019: 632 hours</p> <p>Total time spent on interims and recertifications: hours:1,899</p>	Yes
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**CE #5: Increase in Agency Rental Revenue\***

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Average tenant rent share in HCV: \$346.71	Average tenant rent share in HCV: \$349.09	Average tenant rent share HCV: \$410	Yes
	Average tenant rent share in Public Housing: \$315.01	Average tenant rent share in Public Housing: \$321.70	Average tenant rent share PH: \$329	Yes

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



## 2013-2: Revised Asset Policies

### Plan Year Approved, Implemented, Amended

- Approved: FY 2013
- Implemented FY: 2014
- Amended: FY 2017

### 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 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 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** - HHA received approval in FY 2017 to revise the asset exclusion policy to reflect exclusion of asset income when total asset value is less than or equal to \$50,000. Prior to that, HHA excluded the first \$500 of asset income.

In FY 2019, HHA continued to implement this activity, resulting in increased agency cost savings and staff time savings.

### Impact

There were only 2 households in FY 2019 with assets over \$50,000. By reducing the households who require asset verification, HHA has generated significant cost and time savings for the agency.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

### Actual Changes To Metrics/Data Collection

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

### Actual Significant Changes

There were no significant changes to this activity in FY 2019.

### Challenges In Achieving Benchmarks & Possible Strategies

All benchmarks were met.

### Metrics

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

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  Total time spent verifying assets: 40 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  Total time spent verifying assets: 40 minutes  Average hourly wage for staff: \$28.05  Total cost after implementation of activity: \$18.70	Yes The only difference is due to the increase in hourly rate
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***CE #2: Staff Time Savings***

<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

***CE #3: Decrease in Error Rate of Task Execution***

<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	HHA quality control samples demonstrate that	HHA anticipates the number of files with asset related	<1% error rate	Yes

percentage (decrease).	0% of files have asset related errors.	errors will be less than 5%.		
<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: \$350  Average tenant rent share in public housing: \$300	Average tenant rent share in HCV: \$349.09  Average tenant rent share in public housing: \$321.70	Average tenant rent share in HCV: \$410  Average tenant rent share in public housing: \$329	Yes
<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>				

## 2015-1: Rent Simplification

### Plan Year Approved, Implemented, Amended

- Approved: FY 2015
- Implemented: FY 2017

### 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 FY2019. The activity allows for a much more streamlined process and results in cost and time savings for HHA staff.

### Impact

In FY 2019 there were 85 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 calculation of income for full-time students exceeded the benchmark.

### Actual Non-Significant Changes

There were no non-significant changes to this activity in FY 2019.

### Changes To Metrics/Data Collection

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

### Actual Significant Changes

There were no significant changes to this activity in FY 2019.

### Challenges In Achieving Benchmarks & Possible Strategies

HHA met all benchmarks.

### Metrics

<i>CE #1: Agency Cost Savings</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Number of households with full-time student in FY14: 66	Number of households with full-time student: 66	Number of households with full-time student: 85	Yes
	Approximate time to verify full-time student income	Approximate time to verify full-time student income	Approximate time to verify full-time student income	

	and status: 15 minutes Hourly Staff Rate: \$23.87 Total cost of activity: \$394	and status: 5 minutes Hourly Staff Rate: \$24.11 Total cost of activity: \$133	and status: 5 minutes Hourly Staff Rate: \$28.05 Total cost of activity: \$199	
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**CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	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: 85  Approximate time to verify full-time student income and status: 5 minutes  Total time spent on activity: 7.08 hours	Yes

**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).	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%	<1%	Yes

**CE #5: Increase in Agency Rental Revenue\***

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 public housing: \$299.76	Estimated Average tenant rent share in HCV: \$350  Estimated Average tenant rent share in public housing: \$321	Average tenant rent share in HCV: \$410  Average tenant rent share in public housing: \$329	Yes

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

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

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

- Approved: FY 2015
- Implemented: FY 2015
- Modified: FY 2018

### **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 given the choice between an Enhanced voucher, 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 versus 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 their MTW operating flexibilities (i.e., Revised Asset Policies) to the voucher provided the operating flexibilities do not infringe on the enhanced nature of the voucher. The only Enhanced voucher provision that will apply to tenants selecting the Project-Based option is the initial income eligibility requirement.

The activity also provides the following flexibilities:

- 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 cap, 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.
- Consistent with PIH Notice 2012-32, HHA may apply MTW flexibilities to units converted to PBV under the Rental Assistance Demonstration to the extent that said flexibilities are not in conflict with RAD provisions specified in HUD's Notice(s).

### **Impact**

There were no expiring use contracts referred by HUD to HHA in FY 2019.

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

There were no non-significant changes to this activity in FY 2019.

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

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

### **Actual Significant Changes**

There were no significant changes to this activity in FY 2019.

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

The determination of award of expiring use contracts is a HUD determination; and as such, HHA does not control the ebb and flow of units in this activity. HHA remains optimistic that HUD will continue to consider HHA for future administration of RAD Part II and expiring use contracts.

**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	88 units	0 units	No

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

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

- Approved: FY 2016
- Implemented: FY 2016
- Amended: FY 2018

### **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, HHA has implemented the following activities:

- 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 to be eligible for a VAWA transfer; or, has requested and been determined to be 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 and will continue to adhere to the requirements set forth in the Notice unless or until HHA receives HUD approval to waive said requirements.
- In FY18, HHA amended the activity to 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.

### **Impact**

HHA did not project base any units under the MTW program in FY 2019. The units which were project based were funded outside of the MTW Block Grant and, as such, HHA will not be applying its MTW flexibilities to those contracts or reporting on those PB contracts. HHA continues to explore new project based opportunities in hopes of expanding its PBV inventory under the MTW program.



**Actual Non-Significant Changes**

There were no non-significant changes in FY 2019.

**Actual Changes To Metrics/Data Collection**

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

**Actual Significant Changes**

There were no significant changes in FY 2019.

**Challenges In Achieving Benchmarks & Possible Strategies**

HHA did not experience any challenges in achieving benchmarks.

**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	5 Units	54 units	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 designed as a displacement prevention initiative. The Outcome reflects the total units in HHA's MTW PBV inventory.</i>				

<i>HC #1: Additional Units of Housing Made Available*</i>				
<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	5 units	54 units	Yes
<i>*HHA is incorporating this standard metric as a local metric. The Outcome reflects the total units in HHA's MTW PBV inventory.</i>				

## 2018-1: MTW Utility Allowances

### Plan Year Approved, Implemented, Amended

- Approved: FY 2018
- Implemented: FY 2018

### 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.

At implementation, all households were given 180 days' notice, regardless of the impact to their UA. For households currently receiving reasonable accommodations for heat and/or electricity, HHA applies the higher of the table UA or the previously approved reasonable accommodation UA. HHA will continue to determine reasonable accommodations for utilities on a case-by-case basis.

### Impact

HHA has already experienced significant cost savings associated with the streamlined utility allowance, which effected 887 households in FY 2019. There were no UA hardship requests in FY 2019.

### Actual Non-Significant Changes

There were no non-significant changes in FY 2019.

### Actual Changes To Metrics/Data Collection

The metrics remain unchanged with the exception of CE #5. The metric has been updated to reflect average family share of rent which is the best indicator for the impact of this activity. The baseline used was the average family share as of FY 2018, which was the year this activity was implemented. No other changes to metrics were made.

### Actual Significant Changes

There were no significant changes in FY 2019.

### Challenges In Achieving Benchmarks & Possible Strategies

The outcome for CE #1 was higher than anticipated as a result of more units with tenants paying both heat and electric than were originally anticipated.

### 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	\$59,203	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).	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: 887  Total staff time after implementation: 74 hours	Yes
<b>CE #3: Decrease in Error Rate of Task Execution</b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average error rate in completing a task as a percentage (decrease).	10%	8%	<1%	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>
Total Revenue (Increase).	\$392	\$392	\$410	Yes
*This metric reflect average family share of rent. The baseline reflects the average family share as reported in the FY 2018 MTW Report.				

## 2018-2: Holyoke Horizons Transitional Housing Support

### Plan Year Approved, Implemented, Amended

- Approved: FY 2018
- Implemented: FY 2018

### Description/Update

In support of the Sheriff 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 Hampton County Sheriff's Department (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.

### Impact

In FY 2019, the subsidy provided under this activity supported 11 CHESS participants. Of the 11 participants, 8 participants left the CHESS unit and were able to lease PBV units with the Springfield Housing Authority. While these 8 individuals are still living in subsidized housing, they have met the first hurdle of self-sufficiency through successful leasing outside of transitional housing. There were no hardships in FY 2019.

### Actual Non-Significant Changes

There were no non-significant changes in FY 2019.

### Actual Changes To Metrics/Data Collection

The benchmarks for metric CE #4, SS #8 and HC #5 were not included in the FY 2019 Plan and were updated in the report to reflect the clients who were served in FY 2019.

### Actual Significant Changes

There were no significant changes in FY 2019.

### Challenges In Achieving Benchmarks & Possible Strategies

HHA did not achieve all benchmarks for this activity due to the sponsor referral rate. HHA will serve up to 30 households; however, if there are not 30 sponsor referrals, HHA cannot meet the desired benchmark. If referrals continue at a lower rate; HHA may consider decreasing the number of subsidies for this activity.

### Metrics

<i>CE #4: Increase in Resources Leveraged</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved

Amount of funds leveraged in dollars (increase).	\$0	\$6,146	\$6,146	Yes
<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	11 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 households	8 households	Yes
*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 CHESS 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	11 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	11 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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## **2019-1: Youth Aging out of Foster Care (YAFC)**

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

- Approved and implemented FY 2019

### **Description/Update**

HHA is partnering with a local public child welfare agency (LPCWA) to provide a stable housing and service program for youth aging out of foster care (YAFC). Hundreds of youth “age out” of the foster care system each year in Massachusetts, meaning they reach the age threshold required to receive services, including housing. Some are adopted by their foster care family, others are reunited with their biological parents, but many have no support network.

In support of many other initiatives and programs to assist youth aging out of foster care, HHA is partnering and entering into an MOU with the Holyoke Department of Children and Families (Holyoke DCF Office) on the YAFC Activity. HHA will designate up to 15 tenant-based Housing Choice Vouchers, annually, to eligible YAFC referred by a LPCWA for a period of 36-months. The LPCWA will refer eligible participants, defined as individuals who have been in foster care within the last six months or will be leaving foster care within 90 days, are 18 years of age or older and are homeless or at risk of homelessness, as defined by the LPCWA. HHA will then screen referrals, calculate income, rent and subsidy in accordance with HHA’s Admin Plan and MTW policies.

As participants are not likely to have accrued finances available for initial housing costs, HHA will also utilize MTW funds, through its Single Fund Flexibility, to offer up-front housing assistance to new participants of the Youth Aging out of Foster Care Program. Up-front housing assistance may include first and last months’ rent and security deposit. Each component of the up-front housing assistance will not exceed the applicable payment standard. Participants will only be eligible for up-front housing assistance once, upon initial lease up with an HHA issued voucher. Up-front housing assistance payments will only be made directly to owners on behalf of participants. Through an HHA lease addendum, security deposits made on behalf of program participants will be returned to HHA upon termination of a participant’s lease, except in cases where owners need funds from a participant’s security deposit to address damage to their unit

Local youth aging out of foster care who wish to receive ongoing support, contact and work with their local DCF Office. As the Holyoke DCF Office will be responsible for directly referring participants, participants will have signed up for continued services at minimum upon initial lease up. Continued eligibility will not be subject to the receipt of supportive services. The Holyoke DCF Office will provide program participants with support services to assist in housing stabilization for the first year the participant is in the program. In addition to stabilization services, the Holyoke DCF Office will also provide appropriate referrals to employment and education providers to program participants.

After 36-months in the program, if in compliance with HHA continued occupancy policies as identified in the Administrative Plan, YAFC voucher holders will be allowed an extension of an additional 24-months resulting in a total housing assistance period of 60-months or five years. Based on funding availability and staff capacity, HHA may issue up to 15 vouchers annually, with a maximum of 75 vouchers allocated over the course of 5 years. HHA may explore future expansion of the program based on need and staff capacity.

### **Impact**

In 2019, HHA entered into an MOU with the Holyoke DCF office and completed planning for this important activity. While there were 5 referrals, only 1 family leased up in FY 2019 due to the late start of the activity. Referrals, voucher issuance and leasing will increase in FY 2020.



**Actual Non-Significant Changes**

There were no non-significant changes to this activity in FY 2019.

**Actual Changes to Metrics/Data Collection**

The benchmark for metric CE #4 was not included in the FY 2019 Plan and was updated in the report to reflect the value of the supportive services for the 5 clients who were referred in FY 2019. The benchmark for SS #8 was updated to reflect planned transition to self-sufficiency during the first year of implementation of this activity.

**Actual Significant Changes**

There were no significant changes to this activity in FY 2019.

**Challenges in Achieving Benchmarks & Possible Strategies**

Benchmarks were not met as FY 2019 was used largely for planning and MOU development. It is anticipated that at least 80% of the vouchers allocated for this activity will be leased in FY 2020. It should be noted that the Holyoke Department of Children and Families noted that youth may have difficulty finding affordable apartments due to lack of credit history. HHA may consider additional financial supports, i.e. security deposit assistance to assist in this regard.

**Metrics**

<i>HC #1: Additional Units of Housing Made Available</i>				
<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	15	1	No
<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). If units reach a specific type of household, give that type in this box.	0	15	1	No
<i>HC #3: Decrease in Wait List Time</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	NA	Less than 3 months	Less than 3 months	Yes
<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 in this box.	0	15	1	No
<b><i>HC #5: Increase in Resident Mobility</i></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.	0	15	1	No
<b><i>HC #6: Increase in Homeownership Opportunities*</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase)	0	0	0	Yes
<i>*This is a HUD required metric, however HHA does not believe this metric reflects an outcome of this activity.</i>				
<b><i>HC #7: Households Assisted by Services that Increase Housing Choice</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice.	0	15	5	No
<b><i>CE #4: Increase in Resources Leveraged</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	0	\$5,288	\$5,288	Yes
<b><i>SS #5: Households Assisted by Services that Increase Self-Sufficiency</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency.	0	15	5	No
<b><i>SS #8: Households Transitioned to Self Sufficiency</i></b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).*	0	0	0	No

*\*Self-sufficiency will be defined as HHs who have ended participation in the program due to end of voucher term, not termination or early departure.*

## **2019-3: Holyoke Public School (HPS) Assistance Program**

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

- Approved and implemented FY 2019

### **Description/Update**

Since being placed in receivership, the city of Holyoke, school administrators and stakeholders have spent significant time and effort in improving instruction and services offered in the Holyoke Public Schools (HPS). Additionally, HPS has established a number of resources for families with children in the school system, which provides supportive services and case management. One such resource is the Family Access and Engagement Coordinator (FAEC). FAECs staff each school with a point person who assists families in identifying and accessing resources. The school department is also staffed with a Homeless Education and Services Coordinator, who provides various types of support for students experiencing homelessness.

Research has shown that instability in housing has a negative impact on a child's educational attainment. To address the needs of families who are experiencing unstable housing, HHA will allocate up to 15 Housing Choice Vouchers, to eligible families referred by HPS. Eligibility will be defined as families with at least one school-aged child enrolled in HPS, whose lack of stable and affordable housing is affecting their children's attendance and success at school. Referred families will be screened and issued vouchers consistent with HHA's Administrative Plan and MTW policies.

Families who receive a voucher will be required to enter into and sign a contract of participation (COP). The COP will ask families to commit to supporting their children's education in ways such as getting them to school on time each day and engaging in parent teacher conferences when requested. HPS will be responsible for ensuring participant compliance with school enrollment and COP requirements, as well as providing additional support services to participating families as needed. HPS will be required to track families' progress and provide HHA information pertaining to families on a monthly basis. If families are consistently engaged and in compliance with both the COP and continued occupancy policies in the voucher program at the conclusion of the 36-months, and still have at least one school-aged child enrolled in HPS, they may be granted an extension of up to 24-months, which will result in a total housing assistance period of 60-months or 5 years. Families will receive notice 12 months in advance of their final rental assistance payment and HPS and HHA staff will work closely with families to establish a transition plan to better prepare them once they transition from the voucher assistance. HHA, at its sole discretion, may allow a family to maintain the voucher indefinitely so long as they remain in compliance with HCV regulations. This will be assessed on a case-by-case basis.

Based on funding availability and staff capacity, HHA may issue up to 15 vouchers annually, with a maximum of 75 vouchers allocated over the course of 5 years.

### **Impact**

In FY 2019, nine (9) families were issued vouchers under this activity. Of the nine families that were issued vouchers, eight (8) families successfully leased-up and signed a Contract of Participation. For each family, HHA receives monthly progress reports from the Holyoke Public Schools, which track each family's progress to ensure compliance with the COP and continued occupancy policies.

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

There were no non-significant changes to this activity in FY 2019.

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

No changes have been made to the metrics identified in the FY 2019 Annual Plan.

### Actual Significant Changes

There were no significant changes to this activity in FY 2019.

### Challenges in Achieving Benchmarks & Possible Strategies

Benchmarks were not achieved due to difficulties experienced by families in providing required paperwork in a timely fashion. Although extensions were granted to provide families additional time to provide required documentation, the families were unable to meet the deadlines and as such the vouchers allocated to these families will be re-issued to other families as they are referred to HHA. Additionally, as this is a referral based program, HHA relies on HPS to identify and refer eligible families, which may impact participation. Finally, if due to a lack of credit history, voucher holders in this activity have difficulty leasing units, HHA may consider other financial supports to assist, i.e. security deposit assistance.

### Metrics

<i>HC #1: Additional Units of Housing Made Available</i>				
<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	15	8	No
<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). If units reach a specific type of household, give that type in this box.	0	15	8	No
<i>HC #3: Decrease in Wait List Time</i>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Average applicant time on wait list in months (decrease).	N/A	Less than 3 months	Less than 3 months	Yes
<i>HC #4: Displacement Prevention</i>				
<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	0	15	8	No

specific type of household, give that in this box.				
<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.	0	15	8	No
<b><i>HC #6: Increase in Homeownership Opportunities*</i></b>				
<b>Unit of Measurement</b>	<b>Baseline</b>	<b>Benchmark</b>	<b>Outcome</b>	<b>Benchmark Achieved?</b>
Number of households that purchased a home as a result of the activity (increase)	0	0	0	Yes
*This is a HUD required metric, however HHA does not believe this metric reflects an outcome of this activity.				
<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.	0	15	8	No

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

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

#### **Description**

Holyoke Housing Authority used its MTW Authority to set aside project-based vouchers to be targeted at new or renovated developments in Holyoke's Arts and Innovation District. In August 2009, the City of Holyoke began the implementation of the Holyoke Center City Vision Plan, the transit-oriented redevelopment plan for Center City and its surrounding neighborhoods. HHA planned on committing 30 project-based units to the area to ensure the preservation of affordable housing in the area.

The activity would have allowed:

- 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 30 project-based vouchers for this activity; however, HHA issued an RFP in October 2017, to which no one applied and which expired in December 2017. While HHA still strongly supports the revitalization 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. HHA will continue to work and collaborate with the City to develop new strategies to advance this initiative.

#### **Implementation Plan Update**

Feasibility of this activity is unclear based on the housing stock in the Arts and Innovation District. HHA will continue to work and collaborate with the City to develop new strategies to advance this initiative, including expanding the District's boundaries.

### **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
2015-2 Rent Reasonableness	2015	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. 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.
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 as a result of the limited participation rate, coupled with the amount of staff time required.

### 2015-3: PBV Rent Reasonableness

#### 1. Plan Year Approved and Implemented

Activity 2015-3 was approved and implemented in FY 2015.

#### 2. Activity Description

Under this initiative, HHA modified the rent redetermination policy for PBVs. Under the new policy, re-determined rents to owners of PBV units, *except for certain tax credit units as defined in 983.501(c)*, were not to 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. HHA also eliminated the requirement at 983.303(b) to re-determine the reasonable rents for PBV units whenever there is a 5% or greater decrease in the published FMR in effect 60 days before the contract anniversary as compared with the FMR in effect one year before the contract anniversary. However, HUD recently increased the threshold that triggers PHAs to re-determine reasonable rent from a 5% decrease in FMR to a 10% decrease in FMR. Therefore, this part of the activity is now obsolete. 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.

3. *Plan Year Closed Out*

HHA combined this activity with the Modified Project Based Voucher Program activity (2016-01); however, one element of this activity regarding reasonable rent redeterminations was no longer carried over. All other elements of this activity have been combined with activity 2016-1 and are still in effect.

4. *Reason Why Activity was Closed Out*

This activity is being closed out in FY 2019 as it was modified and combined with the previously HUD approved Modified Project Based Voucher Program activity. Please note that the portion of this activity related to re-determining reasonable rent when the FMR decreases by 5% or more will no longer be applied. HUD increased this threshold, under the regulations, to 10%. All other aspects of this activity remain in effect in Activity 2016-1.

5. *Final Outcomes and Lessons Learned*

This activity was modified and combined with the Modified Project Based Voucher Program activity and remains an important component of HHA's PBV Program. Outcomes continue to be reported for this activity under Activity 2016-1.

6. *Statutory exceptions outside of MTW that would have provided additional benefit*  
None.

7. *Summary table of outcomes from each year of the activity*  
Outcomes continued to be reported under Activity 2016-1.

## 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 13, 2020 HHA submitted all required FY 2019 unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

FDS Line Item	FDS Line Item Name	Dollar Amount	Actual Amount
70500 (70300+70400)	Total Tenant Revenue	\$2,450,600	\$2,305,821
70600	HUD PHA Operating Grants	\$13,980,600	\$16,739,227
70610	Capital Grants	\$1,825,000	\$1,434,310
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$1,700,000	\$2,003,162
71100+72000	Interest Income	\$12,600	\$17,267
71600	Gain or Loss on Sale of Capital Assets	\$	\$3,951,760
71200+71300+71310+71400+71500	Other Income	\$345,000	\$281,764
70000	Total Revenue	\$20,313,800	\$26,733,311

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

On March 26, 2020 HHA submitted all required FY 2019 unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

FDS Line Item	FDS Line Item Name	Dollar Amount	Actual Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$1,535,900	\$3,395,107
91300+91310+92000	Management Fee Expense	\$1,550,900	\$2,003,162
229111810	Allocated Overhead	\$	\$
92500 (92100+92200+92300+92400)	Total Tenant Services	\$195,600	\$147,361
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	1,328,540	\$1,354,452
93500+93700	Labor	\$	\$
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$1,870,700	\$2,356,706
95000 (95100+95200+95300+95500)	Total Protective Services	\$25,000	\$

<b>FDS Line Item</b>	<b>FDS Line Item Name</b>	<b>Dollar Amount</b>	<b>Actual Amount</b>
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$252,760	\$300,841
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$440,000	\$589,931
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$168,900	\$74,457
97100+97200	Total Extraordinary Maintenance	\$195,000	\$429,398
97300+97350	Housing Assistance Payments + HAP Portability-In	\$10,580,500	\$10,917,265
+97400	Depreciation Expense	\$2,150,000	\$2,329,901
97500+97600+97700+97800	All Other Expenses	\$20,000	\$
90000	Total Expenses	\$20,313,800	\$23,898,581

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

In conjunction with the Commonwealth of Massachusetts Department of Housing and Community Development High Leverage Asset Preservation Program (HLAPP), HHA exercised single fund flexibility using \$370,844 to complete a major rehabilitation project. Rehabilitation included updates to kitchens and baths as well as Americans with Disability (ADA) renovations. HHA also used single fund flexibility for 15 housing choice vouchers for eligible families experiencing homelessness who were referred to HHA from local service providers who are part of the Western Massachusetts CoC.

**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 findings in HHA's FY 2019 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 were no other evaluations completed in FY 2019.

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

HHA certifies that, in Fiscal Year 2019, it continued to meet the three statutory objectives of the MTW program. The certification required by HUD is included as Appendix A.

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

N/A

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

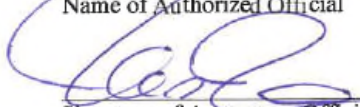
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The Holyoke Housing Authority hereby certifies that between the period of January 1, 2019 and December 31, 2019, HHA met the following three MTW statutory requirements:

1. Assuring that 75% of the families assisted by HHA are very low income;
2. Continuing to assist substantially the same total number of households as would have been assisted had HHA not participated in MTW; and
3. Maintaining a comparable mix of households (by family size) served as would have been served had the HHA not participated in the MTW demonstration..

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

Matthew A. Marinville  
Name of Authorized Official

  
Signature of Authorized Official

Ex. Director  
Title

3/18/2020  
Date