

*Holyoke Housing Authority*



*MOVING TO WORK ANNUAL REPORT*

HHA FISCAL YEAR 2020  
(JANUARY 1, 2020 TO DECEMBER 31, 2020)

Submitted to HUD  
March 31, 2021

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## I. Introduction

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.

Moving To Work is a demonstration program authorized by Congress that permits participating Public Housing Authorities to combine Public Housing Operating Fund, Capital Fund and Housing Choice Voucher Program funding into a single, agency-wide block grant, and to design and test flexible, locally-tailored approaches to administering low-income housing programs. Subject to HUD approval, MTW agencies are allowed to waive some provisions of the US Housing Act of 1937 to promote one or more of the following MTW statutory objectives:

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

HHA's MTW designation provides an opportunity to develop innovative local solutions to the City of Holyoke's unique local needs and challenges while promoting MTW's statutory objectives. HHA believes that MTW designation provides a critically important set of tools that:

- Help to leverage and increase the positive impact of limited federal funding;
- Promote HHA's long-term objectives to revitalize Holyoke's public housing portfolio and surrounding neighborhoods, including the City's Arts and Innovation District;
- Provide HHA residents with training and other supportive services so that they can obtain good-paying jobs and/or become first-time homebuyers;
- Improve and streamline administration of both the Public Housing and Housing Choice Voucher (HCV) programs; and,
- Increase the range and quality of housing choices for low-income households.

HHA is required to submit an MTW Annual Report to HUD for approval no more than 90 days following the end of the fiscal year. This document, which is organized according to HUD's requirements, describes HHA's activities under the MTW Demonstration for Fiscal Year 2020, i.e., the period from January 1, 2020 through December 31, 2020.

### **Long-Term MTW Goals and Objectives**

The following goals and objectives continue to apply to HHA's MTW activities:

***Supporting sustainable development and community-wide neighborhood revitalization efforts.*** HHA continued to look for opportunities to partner and support the City's ongoing revitalization efforts

throughout the community. HHA was designated by the Holyoke Redevelopment Authority as the developer for an affordable homeownership project in South Holyoke, the City's lowest income neighborhood. The current plans for new construction for infill development are a response to community advocacy to restore housing options. The housing project around Carlos Vega Park has been contemplated for decades and was incorporated into Holyoke's 2012 Urban Renewal Plan with the objectives of redeveloping vacant property, adding more density, improving housing options, improving housing stock and increasing home ownership opportunities. After a master planning process with extensive community engagement, HHA is moving forward with Phase 1, a 12-unit rental building, with construction anticipated to begin in Spring of 2021. Phase 2, which is envisioned as 20 homeownership units has also begun pre-development activity and a small pilot project is anticipated to begin construction within the year.

In addition to the South Holyoke project, HHA has also acquired two vacant lots next to the Falcetti Towers building. The plan is to build at least two single-family homes, in the style of the adjacent Churchill Homes. HHA is partnering with Habitat for Humanity to construct one of the homes. The project is currently out to bid with construction anticipated to begin this spring. HHA is also contemplating expanding the existing parking lot to support regional training that occurs at our central office.

HHA will continue to pursue development opportunities that are community driven and address unique local needs, specifically to redevelop vacant lots of land. If MTW flexibility is identified through that process as a vehicle to increase housing choice or give incentives to families to become economically self-sufficient, HHA may propose an activity in the future regarding new housing development.

***Increasing Housing Choice for vulnerable populations and increasing the number of HHA residents who are working or actively engaged in educational or job training programs.*** Through creative partnerships, HHA plans to continue to explore opportunities to expand populations served and further improve the quality of training, education and job placement services provided to HCV and public housing residents. HHA plans to expand this effort to include more vulnerable populations, such as individuals with opioid dependence. HHA continues to conduct research and identify potential programs to address housing and service needs for opioid addicts who frequent the emergency room, resulting in increased health care costs and harmful patterns to themselves and others. HHA is hopeful that in the future, in collaboration with the Holyoke Medical Center, a program targeting this population will help combat this widespread issue in Massachusetts, as recognized by recently passed legislation.

***Streamlining and reducing the cost of HHA operations.*** In light of ongoing and severe restrictions on federal funding, HHA continues to focus on efforts to streamline administration and reduce transaction costs. HHA's MTW vision includes identifying more flexible and cost-effective methods to administer federal housing programs. HHA will continue to explore tools and MTW flexibilities to streamline administration of programs.

***Leveraging non-HUD resources to respond to the housing and related service needs of Holyoke's low-income households.*** HHA's vision for MTW includes ongoing efforts to secure additional non-HUD funding sources to address housing and related service needs. HHA will continue to pursue funding opportunities as well as opportunities to leverage private equity where applicable.

### **Short Term Goals and Outcomes**

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 and FY 2020 outcomes. Progress towards these goals is more fully described in the Approved Activities section of this report.

**Youth Aging Out of Foster Care:** The Youth Aging out of Foster Care (YAFC) activity, through a partnership between HHA with the Holyoke Department of Children and Family Services (DCF), provides stable housing and service programs for youth aging out of foster care. In FY 2020, as a result of the lack of referrals due to the COVID-19 pandemic, HHA leased only five of the planned 15 vouchers to eligible youth. All five of the youth received security deposit assistance, which effectively removed a financial leasing obstacle for the youth. HHA anticipates, that absent the issues related to COVID-19, that referrals will increase in FY 2021 and the goal of leasing 15 vouchers will be met. DCF continued to provide program participants with support services to assist in housing stabilization for the first year the participant is in the program.

**Holyoke Public Schools Assistance Program:** HHA partners with the Holyoke Public Schools (HPS) to implement a housing and service program for families with children in the HPS system whose lack of stable housing is affecting their children's success in school. In FY 2020, eleven families successfully leased units under this program. HPS continued to track family progress in the program to ensure compliance with the family's Contract of Participation and program requirements. HHA is confident that providing this housing assistance has had a stabilizing impact on these program families and hopes to lease up to 15 additional families in FY 2021.

**Modified Project-Based (PB) Voucher Program:** HHA continues to operate its Modified PB Voucher Program in connection with HHA's Preservation after Conservation MTW activity. The features of the PB program allow HHA with greater flexibility in project basing properties with an outcome of increasing housing opportunities in HHA's jurisdiction. HHA did project based 60 units at Jarvis Heights; however, due to funding constraints these units were funded outside of MTW. HHA will continue to explore new PB opportunities to expand its MTW inventory.

**Holyoke Horizons Transitional Housing Support:** In support of the Sheriff's Department's efforts to reduce recidivism and enhance community safety, HHA sets 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 promotes the successful community re-entry of persons formerly in the custody of the Hampden County House of Correction. In FY 2020, HHA provided support for ten CHESS participants; however, there was turnover during the year and by the end of the fiscal year, seven participants remained. Outreach and referrals were also impacted by the COVID-19 pandemic and HHA anticipates providing support for ten CHESS participants in the upcoming fiscal year.

**Student Housing Initiative:** Holyoke Housing Authority utilizes MTW Block Grant funding flexibility to support a housing stability program for college students who are experiencing homelessness. HHA works in partnership with Holyoke Community College (HCC) on the Student Housing Initiative (SHI) program, which provides time limited housing subsidies, to income eligible, homeless college students. In FY 2020 HCC referred four students for SHI vouchers and all four successfully leased units. The MOU between HHA and HCC was signed; however, referrals from HCC were impacted by issues related to COVID-19. All four students have maintained enrollment and utilize academic support and counseling services available at the college.

**Administrative Streamlining Activities:** The following activities were continued in FY 2020, and provide administrative efficiencies for the Housing Authority:

- Biennial Recertifications;
- Rent Simplification, and,

- MTW Utility Allowances.

**Development Activities:** HHA continued to explore new affordable housing development opportunities in FY 2020. To date, HHA has acquired two vacant lots next to the Falcetti Towers building and is advancing plans to build at least two single-family homes and construct additional parking that would support the regional trainings that occur at our central office.

HHA is partnering with Habitat for Humanity to construct one of the houses, and will use MTW funds for design, environmental remediation, site preparation and the construction of one single-family home that will be sold to an income-eligible family. The housing project has also received some additional funding through the Community Preservation Act. The parking lot project has been designed and will use MTW funds for construction.

HHA was designated by the Holyoke Redevelopment Authority as the developer for an affordable rental and homeownership project in South Holyoke, the City's lowest income neighborhood. The current plans for new construction for infill development are a response to community advocacy to restore housing options, and HHA will utilize single fund flexibility for initial development costs for this project, for which construction will begin in Spring of 2021. The phased project will include both rental and homeownership units. The first phase, a 12-unit rental building, will use funding from HHA's HUD-held reserves. Phase 2 will begin design in late 2021 and MTW funds will be used for the pre-development, design and construction. Phase 2 will be broken down into three sub-phases, the first of which will be a pilot project of 4 homeownership units, which will use MTW funds, as well as the subsequent two sub-phases, which will likely begin design in 2022.

### **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 addition to its planned long- and short-term MTW activities, HHA continued to implement a broad array of housing management, maintenance and supportive services efforts. HHA also continues to operate Mod Rehab and Mod Rehab SRO programs that are not part of the MTW Demonstration as well as state-assisted public housing and leasing programs, subject to continued state funding.

HHA continued to look for funding opportunities to enhance services and opportunities for HHA participants. In FY 2020 HHA was awarded a Family Self-Sufficiency Grant award in the amount of \$113,158 and a Resident Opportunity and Self-Sufficiency (ROSS) grant award in the amount of \$239,250.

## II. General Housing Authority Operating Information

### 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 2020, HHA did execute a PBV HAP contract for Jarvis Heights; however, these units are funded outside of HHA’s MTW Block Grant and as such are not included on Table 1. 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 |                            |      |   |
| Jarvis Heights                                    | 60                                     | 0      | N/A                        | No   | Mixed-rate development, 1-3 bedroom units |
| Total Planned/Actual Vouchers Newly Project Based | 60                                     | 0      |                            |      |   |

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

Jarvis Heights PBV was awarded; however, the units are funded outside of HHA’s MTW Block Grant. Accordingly, since funding is outside of MTW the units are not part of the MTW report.

#### Actual Existing Project Based Vouchers

HHA continued to provide subsidies and provide oversight to 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   | An elderly high-rise, converted under preservation after conservation |
| Lyman Terrace  | 76                               | 24<br>52 | Committed<br>Leased        | No   | PBV Conversion of remaining public housing units.                     |
| Total Planned/Actual Existing Project-Based Vouchers | 130                              | 130      |                            |      |   |

**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. Lyman Terrace is being completed in phases. Fifty two of the 76 units at Lyman are leased and the remaining units will be completed and leased by the end of FY 2021.

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

N/A

**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 2020.

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

| Development         | Planned Work Description   | Actual Expenditures |
|---------------------|--|---------------------|
| Beaudoin Village    | Replace existing roof, repair damaged siding and re-stain; upgrade door hardware | \$584,881.82        |
|                     | Clean lateral sewer lines with video assistance                                  | \$6,911.00          |
|                     | Site Improvements  | \$8,191.00          |
|                     | Replace counter tops, hardwood floor maintenance and ceiling repairs             | \$94,660.52         |
| Toepfert Apartments | Site Improvements  | \$8,557.90          |

| Development            | Planned Work Description              | Actual Expenditures   |
|------------------------|---------------------------------------|-----------------------|
|                        | Replace broken water pipe             | \$6,258.73            |
| Zielinski Apartments   | Site Improvements                     | \$3,200.00            |
| Falcetti Towers        | Elevator Oil Lines Replaced           | \$19,378.33           |
| Rosary Towers          | Vacancy Turn                          | \$6,875.00            |
| Central Maintenance    | Ventilation and basement improvements | \$270,909.90          |
|                        | Fire Suppression Improvements         | \$273,792.50          |
|                        | Office Modifications                  | \$69,288.10           |
| Administrative Offices | Office space modifications            | \$5,030.59            |
| Churchill II           | Site Improvements                     | \$4,205.00            |
| Churchill I            | Vacancy Turn                          | \$8,398.51            |
| <b>TOTAL</b>           |                                       | <b>\$1,370,538.90</b> |

## B. Leasing Information

### Actual Number of Households Served

HHA provided housing assistance to approximately 1,940 households in FY 2020 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        | 8,940                                  | 8,940         | 745                         | 745          |
| MTW HCV Utilized                       | 16,560                                 | 14,215        | 1,380                       | 1,185        |
| Local, Non-Traditional: Tenant-Based   | 540                                    | 113           | 45                          | 10           |
| Local, Non-Traditional: Property-Based | NA                                     | NA            | NA                          | NA           |
| Local, Non-Traditional: Homeownership  | NA                                     | NA            | NA                          | NA           |
| <b>Planned/Actual Totals</b>           | <b>26,040</b>                          | <b>23,268</b> | <b>2,170</b>                | <b>1,940</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 and COVID-19 related delays in getting the Student Housing Initiative started.

**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                                   | 91     | 30                                | 8      |
| Tenant-Based                    | Activity 2020-1 Student Housing Initiative            | 180                                   | 22     | 15                                | 2      |
| Property-Based                  | N/A   | N/A                                   | N/A    | N/A                               | N/A    |
| Homeownership                   | N/A   | N/A                                   | N/A    | N/A                               | 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   |
| MTW Housing Choice Voucher | Leasing covers all available MTW funding. At which time funding changes, additional families may be assisted. |
| Local, Non-Traditional     | Issues with referrals and COVID-related delays prevented HHA from reaching utilization goals.                 |

**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 |
|----------------------------|----------------------------------|--------------------------------------|---|--|
| Housing Choice Voucher     | Statewide                        | 208,423                              | Open  | N/A  |
| Housing Choice Voucher     | Statewide with Holyoke Residency | 5,647                                | Open  | N/A  |
| Federal MTW Public Housing | Centralized (excluding           | 479                                  | Open  | Opened on May 1, 2020                              |

| 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 |
|--|------------------------------|--------------------------------------|---|--|
|  | Churchill Homes)             |                                      |   |  |
| Federal MTW Public Housing (Churchill Homes) | Site-Based (Churchill Homes) | 1,565                                | 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              |
|---|--|
| Federal MTW Public Housing – Merged (excluding Churchill Homes) | HHA opened the Public Housing Waiting List on May 1, 2020. |

**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                            | 0   |
| 49% - 30% Area Median Income                            | 0   |
| Below 30% Area Median Income                            | 5   |
| <b>Total Local, Non-Traditional Households Admitted</b> | <b>5</b>  |

**Maintain Comparable Mix**

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

| <b>Family Size:</b> | <b>Occupied Number of Public Housing units by Household Size when PHA Entered MTW *</b> | <b>Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW **</b> | <b>Non-MTW Adjustments to the Distribution of Household Sizes</b> | <b>Baseline Number of Household Sizes to be Maintained</b> | <b>Baseline Percentages of Family Sizes to be Maintained</b> |
|---------------------|---|--|---|--|--|
| 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.

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

|     |
|-----|
| N/A |
|-----|

**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%                            | 811   | 54%   | 10%  |
| <b>2 Person</b>                                  | 22%                            | 279   | 19%   | -3%  |
| <b>3 Person</b>                                  | 17%                            | 206   | 14%   | -3%  |
| <b>4 Person</b>                                  | 11%                            | 133   | 9%  | -2%  |
| <b>5 Person</b>                                  | 4%                             | 52  | 3%  | -1%  |
| <b>6+ Person</b>                                 | 2%                             | 20  | 1%  | -1%  |
| <b>Total</b>                                     | 100%                           | 1,501   | 100%  |  |

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

The increase in one person families is a result of the MTW activities including Holyoke Horizon Transitional Support, the Student Housing activity and the Youth Again Out of Foster Care activities, all of which generally serve one-person households. Additionally, the Holyoke Tower PBV contract consists of 52 one-bedroom units.

**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>  |
|---|--|--|
| Activity #2018-2: Holyoke Horizons Transitional Housing Support | 0  | 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. |
| Activity #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.  |
| Activity #2020-1: Student Housing Initiative                    | 0  | Graduation from college  |
|   | 0  | <b>Total Households Transitioned to Self-Sufficiency</b>   |

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

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

## **IV. Approved MTW Activities**

### **A. Implemented Activities**

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

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

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

##### **Description/Update of MTW Activity**

HHA has used its MTW Authority to recertify clients in both the Housing Choice Voucher Program and the Public Housing Program on a biennial schedule. The documentation requirements for 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 have more time to ensure income reviews are accurate and thorough.

In FY 2015, HHA received approval from HUD to modify the biennial recertification initiative and include a limitation on the number of voluntary interim recertifications a family may complete between biennial recertifications to two. 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 will be able to complete an interim recertification at any time. Zero-income households and households on minimum rent will continue to be subject to annual or more frequent recertification requirements.

##### **Impact**

HHA completed a total of 1,305 recertifications and 473 interim recertifications in FY 2020, representing a decrease in the total number of transactions as compared to the baseline data from FY 2013. There were no hardship requests in FY 2020.

##### **Hardship**

There were no hardship requests received in FY 2020 for annual recertifications; however, due to the COVID-19 pandemic, the limit on interim recertifications was lifted.

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

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

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

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

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

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

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

The benchmark for CE #5 was not met for PH or HCV due to the loss of income experienced by families as an outcome of the COVID-19 pandemic.

| <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>Recertifications performed in FY 2013: 1,887</p> <p>Time per recertification: 105 minutes</p> <p>Time spent on recertifications in FY 2013: 3,302 hours</p> <p>Interims performed in FY 2013: 1,321</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 2013: 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 FY 2013: \$102,474</p> | <p>Estimated number of recertifications performed: 1,152</p> <p>Time per recertification: 85 minutes</p> <p>Anticipated time spent on recertifications: 1,632 hours</p> <p>Estimated number of interims performed: 926</p> <p>Time per interim: 45 minutes</p> <p>Anticipated time spent on interims: 695 hours</p> <p>Total time spent on interims and recertifications: 2,327 hours</p> <p>Average hourly wage for staff: \$24.35</p> <p>Total cost after implementation of activity: \$56,662</p> | <p>Number of recertifications performed: 1,305</p> <p>Time per recertification: 85 minutes</p> <p>Time spent on recertifications: 1,849 hours</p> <p>Number of interims performed: 473</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interim: 355 hours</p> <p>Total time spent on interims and recertifications: 2,204 hours</p> <p>Average hourly wage for staff: \$24.35</p> <p>Total cost after implementation of activity: \$53,667</p> | 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>Recertifications performed in FY 2013: 1,887</p> <p>Time per recertification: 105 minutes</p> <p>Time spent on recertifications in FY 2013: 3,302 hours</p> <p>Interims performed in FY 2013: 1,321</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interims in FY 2013: 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: 1,152</p> <p>Time per recertification: 85 minutes</p> <p>Anticipated time spent on recertifications: 1,632 hours</p> <p>Estimated number of interims performed: 926</p> <p>Time per interim: 45 minutes</p> <p>Anticipated time spent on interim: 695 hours</p> <p>Total time spent on interims and recertifications: 2,327 hours</p> | <p>Number of recertifications performed: 1,305</p> <p>Time per recertification: 85 minutes</p> <p>Time spent on recertifications: 1,849 hours</p> <p>Number of interims performed: 473</p> <p>Time per interim: 45 minutes</p> <p>Time spent on interim: 355 hours</p> <p>Total time spent on interims and recertifications: 2,204 hours</p> | Yes |
|--|--|--|--|-----|

**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: \$346.71</p> <p>Average tenant rent share in Public Housing: \$315.01</p> | <p>Average tenant rent share in HCV: \$349.09</p> <p>Average tenant rent share in Public Housing: \$321.70</p> | <p>Average tenant rent share in HCV: \$347</p> <p>Average tenant rent share in Public Housing: \$304</p> | No                  |

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

**Activity 2015-1: Rent Simplification**  
***(Combined with 2013-2: Revised Asset Policies)***

**Plan Year Approved, Implemented, Amended**

Rent Simplification

- Approved: FY 2015
- Implemented: FY 2017

Revised Asset Policies

- Approved: FY 2013
- Implemented: FY 2014

**Description/Update**

HHA's rent simplification activity includes the following components.

- **Application of Payment Standards:** 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)
- **Exclusion of all Full-Time Student Income:** Exclusion of all Full-time student income for household members other than the Head, Spouse or Co-Head. (Public Housing and HCV)
- **Adult Full-Time Student Deduction:** Elimination of the adult full time student deduction. (Public Housing and HCV)
- **Self-Certification of Assets.** Clients are permitted to self-certify asset value and income 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 combined assets and imputes asset income using HHA's established passbook savings rate.
- **Exclusion of Asset Income.** HHA received approval in FY 17 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.

The activity continues to allow for a more streamlined rent determination process and results in cost and time savings for HHA staff as well as financial benefits for participants.

**Impact**

In FY 2020, there were 54 households with full-time students who did not require verification of income and only three households with assets over \$50,000 who had a streamlined asset verification. Both the full-time student and asset policies resulted in time savings for HHA and rent savings for participants.

**Hardship**

There were no hardship requests related to the payment standard policy. The remaining rent simplification features do not have any adverse impact on participants.

**Actual Non-Significant Changes**

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

**Changes to Metrics/Data Collection**

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

**Actual Significant Changes**

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

**Challenges in Achieving Benchmarks & Possible Strategies**

The benchmark for CE #5 was not met for PH or HCV due to the loss of income experienced by families as an outcome of the COVID-19 pandemic

**Metrics**

| <i>CE #1: Agency Cost Savings: Students</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).   | Number of households with full-time student in FY 2014: 66<br><br>Approximate time to verify full-time student income and status: 15 minutes<br><br>Hourly Staff Rate: \$23.87<br><br>Total cost of activity: \$394 | Number of households with full-time students: 66<br><br>Approximate time to verify full-time student income and status: 5 minutes<br><br>Hourly Staff Rate: \$24.35<br><br>Total cost of activity: \$134 | Number of households with full-time students: 54<br><br>Approximate time to verify full-time student income and status: 5 minutes<br><br>Hourly Staff Rate: \$24.35<br><br>Total cost of activity: \$110 | Yes                        |
| <i>CE #1: Agency Cost Savings: Assets</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<br><br>PH households with assets: 411<br><br>Time per asset verification: 20 minutes<br><br>Total time spent verifying assets: 213 hours  | HCV households with assets over \$50,000: 1<br><br>PH households with assets over \$50,000: 1<br><br>Time per asset verification: 20 minutes<br><br>Total time spent verifying assets: 40 minutes        | HCV households with assets over \$50,000: 3<br><br>PH households with assets over \$50,000: 0<br><br>Time per asset verification: 20 minutes<br><br>Total time spent verifying assets: 60 minutes        | Yes                        |

|  | Average hourly staff wage: \$23.87<br><br>Total cost to verify assets prior to implementation of activity: \$5,084   | Average hourly wage for staff: \$24.35<br><br>Total cost after implementation of activity: \$16.23  | Average hourly wage for staff: \$24.35<br><br>Total cost after implementation of activity: \$24   |                            |
|--|--|---|---|----------------------------|
| <b><i>CE #2: Staff Time Savings: Full-Time Student</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). | Number of households with full-time student in FY 2014: 66<br><br>Approximate time to verify full-time student income and status: 15 minutes<br><br>Total time spent on activity: 16.5 hours | Number of households with full-time student: 66<br><br>Approximate time to verify full-time student income and status: 5 minutes<br><br>Total time spent on activity: 5.5 hours                                   | Number of households with full-time students: 54<br><br>Approximate time to verify full-time student income and status: 5 minutes<br><br>Total time spent on activity: 4.5 hours                  | Yes                        |
| <b><i>CE #2: Staff Time Saving: Assets</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). | HCV households with assets: 229<br><br>PH households with assets: 411<br><br>Time per asset verification: 20 minutes<br><br>Total time spent verifying assets: 213 hours                     | HCV households with assets over \$50,000: 1<br><br>PH households with assets over \$50,000: 1<br><br>Time per asset verification: 20 minutes<br><br>Total time spent after implementation of activity: 40 minutes | HCV households with assets over \$50,000: 3<br><br>PH households with assets over \$50,000: 0<br><br>Time per asset verification: 20 minutes<br><br>Total time spent verifying assets: 60 minutes | 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).   | 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 and asset related errors will be less than 5%      | <5%   | Yes                        |
| <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> |
| Average Tenant Rent Share (increase).   | Average tenant rent share in HCV: \$350<br><br>Average tenant rent share in public housing: \$300 | Estimated Average tenant rent share in HCV: \$350<br><br>Estimated Average tenant rent share in public housing: \$321 | Average tenant rent share in HCV: \$347<br><br>Average tenant rent share in public housing: \$304 | No                         |
| *HUD is requiring the use of this metric; however, HHA does not believe it is applicable in the context of this MTW activity. |   |   |   |                            |

## **Activity 2015-4: Preservation after Conservation**

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

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

### **Description/Update of MTW Activity**

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 which 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 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).

Through the end of FY 2020, the two developments that used the flexibility under this activity are Holyoke Towers (54 units), which was a Section 236 exchange, and the Lyman Terrace Non-RAD conversion of 76 PH units to PBV.

### **Impact**

There were no expiring use contracts referred by HUD to HHA in FY 2020.

### **Hardship Policy**

Not applicable. This activity has no adverse impact on participants.

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

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

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

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

**Actual Significant Changes**

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

**Challenges in Achieving Benchmarks & Possible Strategies**

The determination of award of 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         | 190 units        | 130 units       | No                         |
| <i>*Outcome reflects total units since the onset of the activity.</i>  |                 |                  |                 |                            |

**Activity 2016-1: Modified Project-Based Voucher Program**  
**(combined with Activity 2015-3 PBV Rent Reasonableness)**

**Plan Year Approved, Implemented, Amended**

**Modified PBV**

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

**PBV Rent Reasonableness**

- Approved: FY 2015
- Implemented: FY 2015

**Description/Update of MTW Activity**

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 activities:

- HHA may elect to unit-base 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 FY 2018, HHA amended the activity to permit owners to prepare and submit written requests to operate owner-managed PBV site-based 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.

- 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.

### **Impact**

HHA did not project base any units under the MTW program in FY 2020. The 60 Jarvis Heights units which were projected based in FY 2020 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.

In FY 2020, HHA implemented the biennial inspection frequency for PB units; however, HHA has not yet ceased conducting turnover inspections. HHA continues to issue TB vouchers to PB participants, if eligible, after completion of their initial lease term; however, HHA plans to implement the restriction on PB opt-out vouchers in the next fiscal year. The income eligibility policy for households at or below 80% of AMI along with the waiver of independent entity requirements for HHA owned were both implemented in FY 2020. All PB waiting lists are owner managed.

### **Hardship Policy**

HHA will issue a tenant-based voucher to a PBV participant if they are deemed eligible for a reasonable accommodation, VAWA or emergency transfer. As the opt out policy was not implemented in FY 2020, hardship was not applicable. Other features of this activity do not have an adverse impact on participants.

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

HHA combined the PBV Rent Reasonableness activity with the Modified PBV Program activity in FY 2020 as these activities are both related to modifications to the PBV program.

In FY 2020, HHA added the following provisions to its Modified Project Based Voucher Program:

- HHA will inspect PBV units at least once every 24 months. HHA will not conduct turn-over inspections before providing assistance to a new family in a unit under contract.
- Increase income eligibility for PBV units up to 80% of AMI, except in the case of PBV units that are subject to a lower income restriction due to limitations imposed by other 3<sup>rd</sup> party funding sources, i.e. units that also have low income housing tax credits.
- HHA will waive the independent entity requirements for HHA owned units.

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

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

### **Actual Significant Changes**

There were no significant changes in FY 2020.

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

The variance in HC #1 and HC #4 was due to the fact that the 60 Jarvis Heights PBV units which were planned, were funded outside of the MTW block grant.

**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 the 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 the context of this MTW activity as this activity is not anticipated to result in staff time savings.</i> |                 |                    |                |                            |
| <b>HC #1: Additional Units of Housing Made Available*</b>  |                 |                    |                |                            |
| <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         | 190 units          | 130 units      | No                         |
| <i>* HHA is incorporating this standard metric as a local metric.</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 | 190 units | 130 units | 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 as this activity is not designed as a displacement prevention initiative.</i> |         |           |           |    |

## **Activity 2018-1: MTW Utility Allowances**

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

- Approved: FY 2018
- Implemented: FY 2019

### **Description/Update of MTW Activity**

HHA adopted a streamlined Utility Allowance (UA) model that eliminates all utility allowances except for heat and other electricity for both MTW tenant-based and project-based program households. The streamlined UA model establishes 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. For households receiving reasonable accommodations for heat and/or electricity at implementation, HHA applied the higher of the table UA and the previously approved reasonable accommodation UA. HHA will continue to determine reasonable accommodations for utilities on a case-by-case basis.

### **Impact**

HHA's cost savings resulting from the streamlined utility allowance was in excess of \$30,000 in FY 2020.

### **Hardship**

HHA has established a hardship policy in which participants can request an exemption from the MTW utility allowance policies if they can demonstrate financial hardship would result from the application of these policies. In FY 2020, HHA did not receive any hardship requests.

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

There were no non-significant changes in FY 2020.

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

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

### **Actual Significant Changes**

There were no significant changes in FY 2020.

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

HHA met all benchmarks in FY 2020.

### **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). | \$80,471        | \$51,885         | \$49,457       | 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).          | Time required to calculate UA: 10 minutes<br><br>Number of households with UA in FY 2017: 1,102<br><br>Total staff time prior to implementation: 184 hours | Time required to calculate UA: 5 minutes<br><br>Number of households with UA: 1,102<br><br>Total staff time prior to implementation: 92 hours | Time required to calculate UA: 5 minutes<br><br>Number of households with UA: 723<br><br>Total staff time prior to implementation: 60 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%  | <5%   | Yes                        |
| <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> |
| Average Tenant Rent Share (increase).                               | \$332  | \$345   | \$354   | Yes                        |

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

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

- Approved: FY 2018
- Implemented: 2018

### **Description/Update of MTW Activity**

In support of the Sheriff's Department's efforts to reduce recidivism and enhance community safety, HHA sets 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.

Currently, 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 2020, the subsidy provided under this activity supported ten CHESS participants; however, there was turnover during the year and by the end of the fiscal year, seven participants remained. Three referrals were not eligible due to criminal background screening.

### **Hardship**

HHA has established a hardship policy in which program participants can request an exemption from the minimum rent requirement if they can demonstrate that financial hardship resulted from the application of this policy. In FY 2020, HHA did not receive any hardship requests from program participants.

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

There were no non-significant changes in FY 2020.

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

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

### **Actual Significant Changes**

There were no significant changes in FY 2020.

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

The benchmark for CE #4 did not accurately reflect the methodology for determining leveraged funds and has been updated below and in the FY 2021 Plan. Funds leveraged are a function of the number of referrals who lease units. As the vouchers turned over and the impact of COVID-19 was felt, referrals to the program decreased.

**Metrics**

| <b>CE #4: Increase in Resources Leveraged</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             | \$5,588          | \$5,588<br>Hourly wage of Aftercare Support Supervisor \$37.25<br>Average of 15 hours spent per client on referral, housing search & lease<br>10 households served | No                         |
| <b>SS #5: Households Assisted By Services that Increase Self-Sufficiency</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    | 10 households    | 10 households  | Yes                        |
| <b>SS #8: Households Transitioned to Self Sufficiency</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     | 0 households   | No                         |
| <i>*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.</i> |                 |                  |  |                            |
| <b>HC #5: Increase in Resident Mobility</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         | 10 households    | 10 households  | Yes                        |
| <b>HC #7: Households Assisted by Services that Increase Housing Choice</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   | 0 households    | 10 households    | 10 households  | Yes                        |

| increase housing choice (increase).                          |                 |                  |                |                            |
|--|-----------------|------------------|----------------|----------------------------|
| <i>Local Metric: Number of Households Served Per Voucher</i> |                 |                  |                |                            |
| <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                        |

## **Activity 2019-1: Youth Aging out of Foster Care (YAFC)**

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

- Approved: FY 2019
- Implemented: FY 2019

### **Description/Update of MTW Activity**

HHA partners with the 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 has entered 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. DCF 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 DCF. HHA will then screen referrals, calculate income, rent and subsidy in accordance with HHA’s Administrative 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 for in cases where owners need funds from a participant’s security deposit to address damage to their unit.

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; however, continued eligibility will not be subject to the receipt of supportive services. 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. 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 FY 2020 there were only five referrals received from DCF, which was largely due to the impact of COVID-19. HHA provided security deposit assistance to each of the five referrals, which removed an obstacle to meeting leasing requirements. As the first referral was not leased until FY 2019, none of the

participants who received vouchers under this activity reached the end of their participation time limit in FY 2020.

**Hardship**

Not applicable. This activity has no adverse impact on participants.

**Actual Non-Significant Changes**

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

**Actual Changes to Metrics/Data Collection**

The benchmark for CE #4 was updated to reflect the correct methodology for determining leveraged funds. An omission of SS#4 was identified in the metrics and was added to this report. SS #5 was mislabeled and SS #4 was not included. Both have been corrected and updated.

**Actual Significant Changes**

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

**Challenges in Achieving Benchmarks & Possible Strategies**

The impact of the COVID-19 pandemic greatly affected the number of referrals for this program which in turn impacted the leveraged funds

**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               | 5              | 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               | 5              | 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                        |
| <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 in this box. | 0               | 15                 | 5  | No                         |
| <b>HC #5: Increase in Resident Mobility</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                 | 5  | No                         |
| <b>HC #6: Increase in Homeownership Opportunities*</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  | 0                          |
| *This is a HUD required metric; however, HHA does not believe this metric reflects an outcome of this activity.   |                 |                    |  |                            |
| <b>HC #7: Households Assisted by Services that Increase Housing Choice</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                 | 5  | No                         |
| <b>CE #4: Increase in Resources Leveraged</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               | \$15,863           | \$5,288<br><br>DCF Social Worker III average hourly wage \$35.25,<br><br>Average 30 hours spent per client on referral, housing search & | No                         |

|  |                 |                  |                        |                            |
|--|-----------------|------------------|------------------------|----------------------------|
|  |                 |                  | lease-up for 5 clients |                            |
| <b><i>SS #4 Households Removed from Temporary Assistance for Needy Families (TANF)</i></b>   |                 |                  |                        |                            |
| <b>Unit of Measurement</b>   | <b>Baseline</b> | <b>Benchmark</b> | <b>Outcome</b>         | <b>Benchmark Achieved?</b> |
| Number of households receiving TANF assistance   | 0               | 3                | 0                      | 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               | 15               | 5                      | 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               | 0                | 0                      | Yes                        |
| <i>*Self-sufficiency will be defined as HHs who have ended participation in the program at the end of their 36-month voucher term, not termination or early departure.</i> |                 |                  |                        |                            |

## **Activity 2019-2: Holyoke Public School (HPS) Assistance Program**

*(Activity number changed from 2019-3 to 2019-2 to reflect corrected numbering sequence)*

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

- Approved: FY 2019
- Implemented: FY 2019

### **Description/Update of MTW Activity**

Since being placed in receivership, the city of Holyoke, school administrators and stakeholders have spent significant time and efforts 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 and Community Engagement Department (FCED). FCED staffs each school with a point person who assists families in identifying and accessing resources. FCED is also staffed with a Homeless Educational 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, annually, 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 are required to enter into and sign a contract of participation (COP). The COP requires 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 is responsible for ensuring participant compliance with school enrollment and COP requirements, as well as providing additional support services to participating families. HHA will terminate vouchers, and may deny extension requests, for HPS families who do not comply with the COP. 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 will 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 FY 2020, 11 families successfully leased vouchers under this activity. Each family signed a Contract of Participation, which is monitored by HPS. 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.

### **Hardship**

Not applicable. This activity has no adverse impact on participants.

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

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

**Actual Changes to Metrics/Data Collection**

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

**Actual Significant Changes**

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

**Challenges in Achieving Benchmarks & Possible Strategies**

HHA’s goal of issuing 15 vouchers per year for a potential five year period was hampered by issues related to COVID-19 and related referrals. The security deposit assistance provided in FY 2020 did assist households in finding and successfully leasing units.

**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                 | 11                 | 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                 | 11                 | 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 specific type of household, give that in this box.                             | 0               | 15                 | 11                 | No                         |
| <i>HC #5: Increase in Resident Mobility</i>   |                 |                    |                    |                            |
| <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               | 11             | 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               | 11             | No                         |

## **Activity 2020-1: Student Housing Initiative**

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

- Approval: FY 2020
- Implemented: FY 2020

### **Description/Update of MTW Activity**

Holyoke Housing Authority utilizes MTW Block Grant funding flexibility to support a housing stability program for college students who are experiencing homelessness. HHA works in partnership with Holyoke Community College (HCC) on the Student Housing Initiative (SHI) program, which provides time limited housing subsidies, to income eligible, homeless college students.

HHA provides up to three years of subsidy for 15 eligible students for an initial three year period. Where a student becomes part of the SHI program after they are already enrolled at HCC, HHA will adjust the participation period in the program to reflect the remaining portion of the three year cap plus an additional six month post-graduation period. Additionally, HHA has an MOU with HCC which identifies roles and responsibilities for determining initial and continued eligibility and reporting requirements. Upon review of program outcomes and financial considerations, HHA and HCC will monitor program viability and make any necessary changes to the program.

HCC is responsible for identifying eligible participants, defined as fully matriculated, full-time, low income students, who meet HUD's definition of Unaccompanied Homeless Youth or who have recently aged out of foster care and meet HUD's criteria of an independent student. HHA verifies and calculates income to determine income eligibility. HCC provides HHA with quarterly academic progress reports to ensure participants continue to be in compliance with continued occupancy and SHI program requirements.

The SHI subsidy operates as follows:

- HHA provides SHI participants with a subsidy up to the current 1 BR voucher payment standard or the contract rent whichever is lower and SHI participants pay the remaining portion of rent. In the event the gross rent exceeds the applicable payment standard, an SHI participant will pay an additional family share; however, HHA will cap the family share at 40% of the family's adjusted monthly income. HHA conducts reasonable rent determinations prior to unit approval;
- HHA provides utility allowances to students where the cost of utilities is not included in the rent;
- The SHI voucher has a term limit of three years, which may be adjusted downward for students who begin participation in SHI subsequent to beginning their education at HCC; and,
- Where applicable, security deposit assistance may be provided up to one month's subsidy.

The subsidy is limited to housing assistance, in the form of rent in privately owned housing, and is paid directly to the housing provider. While identified housing is subject to HUD's HQS requirements, participants will be permitted to reside in shared housing. HHA will conduct the HQS inspections or partner with another regional housing provider to conduct the HQS inspections.

Participants must maintain full-time enrollment and obtain passing grades in order to be eligible for subsidy renewal each year. Students receiving assistance are expected to maintain continuous enrollment with the goal of earning degrees and/or certificates. Every student will be required to utilize academic support services and counseling services available at the college. If the student does not remain compliant with program terms, the subsidy may be terminated.

**Impact**

In FY 2020 HCC referred four students for SHI vouchers and all four successfully leased units. The MOU between HHA and HCC was signed; however, referrals from HCC were impacted by issues related to COVID-19. All four students have maintained enrollment and utilize academic support and counseling services available at the college.

**Hardship**

Not applicable. This activity has no adverse impact on participants.

**Actual Non-Significant Changes**

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

**Actual Changes to Metrics/Data Collection**

The metric CE #4 was updated to reflect the methodology for determining leveraged funds.

**Actual Significant Changes**

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

**Challenges in Achieving Benchmarks & Possible Strategies**

Benchmarks were not achieved due to the impacts of enrollment and referrals related to the COVID-19 pandemic. HHA anticipates that referrals will increase in the next fiscal year;

**Metrics**

| <i>CE #4: Increase in Resources Leveraged</i>                    |                 |  |  |                                |
|--|-----------------|--|--|--------------------------------|
| <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).                 | \$0.00          | \$32,352   | \$8,627  | No                             |
|  |                 | Hourly wage of Special Programs Coordinator at HCC \$26.96 | Hourly wage of Special Programs Coordinator at HCC \$26.96 |                                |
|  |                 | 80 hours per student                                       | 80 hours per student                                       |                                |
|  |                 | 15 students  | 4 students enrolled  |                                |
| <i>SS #3: Increase in Positive Outcomes in Employment Status</i> |                 |  |  |                                |
| <b>Unit of Measurement</b>                                       | <b>Baseline</b> | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>     |
| Unemployed*  | 0               | 0  | 0  | Yes                            |
|  | 0%              | 0%   | 0%   |                                |
| Employed Part-Time or Full-Time *                                | 0               | 0  | 4  | Yes                            |
|  | 0%              | 0%   | 100%   |                                |
| Enrolled in an Educational Program or Job Training               | 0 households    | 15 households  | 4  | Yes<br>Percentage reached goal |
|  | 0%              | 100%   | 100%   |                                |

*\* This initiative is not anticipated to increase the number of households employed, as the goal of the Activity is to keep students enrolled in college.*

***SS #5: Households Assisted by Services that Increase Self Sufficiency***

| <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 (increase). | 0               | 15 households    | 4 households   | No                         |

***SS #8: Households Transitioned to Self Sufficiency\****

| <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               | 0 households     | 0 household    | Yes                        |

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

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

Not applicable.

### **C. Activities on Hold**

Not applicable.

## D. Closed Out Activities

| Activity  | Plan Year | Year Closed Out | Reason for Closing Out  |
|---|-----------|-----------------|---|
| Activity #2013-5:<br>Biennial HQS<br>Inspections    | FY 2013   | FY 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.   |
| Activity #2013-3:<br>Career Advancement<br>Program  | FY 2013   | FY 2018         | This activity was closed out because there was a general lack of interest in the CAP program amongst HHA participants. Furthermore, HHA invested substantial time and commitment to this program, yet efforts did not yield the type of response anticipated.   |
| Activity #2015-2:<br>Rent Reasonableness            | FY 2015   | FY 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.  |
| Activity #2015-3:<br>PBV Rent<br>Reasonableness     | FY 2015   | FY 2019         | This activity was closed out 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. |
| Activity #2013-4:<br>Neighborhood<br>Revitalization | FY 2013   | FY 2020         | HHA closed out this activity as extensive program marketing and solicitation did not elicit interest from potential stakeholders in the Arts and Innovation District. The City of Holyoke has no immediate plans to expand the footprint for the Arts and Innovation District.  |

## V. Sources and Uses of Funds

### A. Sources and Uses of MTW Funding for the Fiscal Year

#### i. Actual Sources of MTW Funds

HHA submitted its unaudited information on 3/15/2021. FY 2020 audited financial information will be submitted in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system prior to September 30, 2021.

| FDS Line Item                            | FDS Line Item Name                     | Dollar Amount | Actual Amount |
|--|--|---------------|---------------|
| 70500 (70300+70400)                      | Total Tenant Revenue                   | \$2,390,000   | \$2,309,293   |
| 70600                                    | HUD PHA Operating Grants               | \$16,350,000  | \$17,218,503  |
| 70610                                    | Capital Grants                         | \$1,664,000   | \$1,370,539   |
| 70700<br>(70710+70720+70730+70740+70750) | Total Fee Revenue                      | \$1,750,000   | \$2,189,959   |
| 71100+72000                              | Interest Income                        | \$18,000      | \$19,909      |
| 71600                                    | Gain or Loss on Sale of Capital Assets | \$0           |               |
| 71200+71300+71310+71400+71500            | Other Income                           | \$450,000     | \$117,283     |
| 70000                                    | Total Revenue                          | \$22,622,000  | \$23,225,486  |

#### ii. Actual Uses of MTW Funding for the Fiscal Year

HHA submitted its unaudited information on 3/15/2021. FY 2020 audited financial information will be submitted in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system prior to September 30, 2021.

| FDS Line Item  | FDS Line Item Name               | Dollar Amount | Actual Amount |
|--|----------------------------------|---------------|---------------|
| 91000<br>(91100+91200+91400+91500+91600+91700+91800+91900) | Total Operating - Administrative | \$2,196,000   | \$3,360,112   |
| 91300+91310+92000  | Management Fee Expense           | \$1,654,850   | \$1,837,859   |
| 91810  | Allocated Overhead               |               |               |
| 92500<br>(92100+92200+92300+92400)                         | Total Tenant Services            | \$145,000     | \$169,526     |
| 93000<br>(93100+93600+93200+93300+93400+93800)             | Total Utilities                  | \$1,120,100   | \$1,070,006   |
| 93500+93700  | Labor                            | \$925,600     | \$1,532,922   |

| FDS Line Item  | FDS Line Item Name                               | Dollar Amount | Actual Amount |
|--|--|---------------|---------------|
| 94000<br>(94100+94200+94300+94500)                   | Total Ordinary Maintenance                       | \$875,000     | 4877,617      |
| 95000<br>(95100+95200+95300+95500)                   | Total Protective Services                        | \$25,000      | -0-           |
| 96100<br>(96110+96120+96130+96140)                   | Total Insurance Premiums                         | \$255,600     | \$293,534     |
| 96000<br>(96200+96210+96300+96400+96500+96600+96800) | Total Other General Expenses                     | \$240,600     | \$276,400     |
| 96700 (96710+96720+96730)                            | Total Interest Expense and Amortization Cost     | \$174,900     | \$177,203     |
| 97100+97200  | Total Extraordinary Maintenance                  | \$335,000     | \$87,900      |
| 97300+97350  | Housing Assistance Payments + HAP Portability-In | \$12,450,100  | \$10,974,310  |
| 97400  | Depreciation Expense                             | \$0           | \$2,303,596   |
| 97500+97600+97700+97800                              | All Other Expenses                               | \$0           |               |
| 90000  | Total Expenses                                   | \$20,397,750  | \$22,960,985  |

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

Where HHA had planned to use single fund flexibility to purchase, design and develop the Phase I portions of the South Holyoke redevelopment project, HHA instead used non-MTW funding sources for the Phase I, twelve-unit rental building. As needed, MTW funds are slated to be used for Phase II of the development that includes four homeownership units, which will likely begin in 2022.

**B. Local Asset Management Plan**

|   |            |
|---|------------|
| Is the PHA allocating costs within statute?                   | <b>Yes</b> |
| Is the PHA implementing a local asset management plan (LAMP)? | <b>No</b>  |
| Has the PHA provided a LAMP in the appendix?                  | <b>No</b>  |

## **VI. Administrative**

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

There were no formal findings in HHA's FY 2020 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.

### **C. PHA-Directed Evaluations**

There were no other evaluations completed in FY 2020.

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

HHA certifies that, in Fiscal Year 2020, it continued to meet the three statutory objectives of the MTW program. The certification required by HUD is included as Appendix A.

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

N/A

# Appendix A: Certification of Conformance with MTW Statutory Requirements



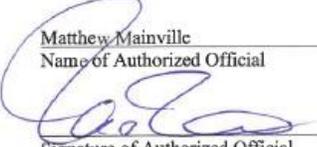
## HOLYOKE HOUSING AUTHORITY

475 Maple Street, Suite One  
 Holyoke, MA 01040-3798  
 Phone 413-539-2220, Fax 413-539-2227, T.D.D. 1-800-545-1833 Ext. 510  
 An Equal Opportunity / Affirmative Action Agency

The Holyoke Housing Authority hereby certifies that between the period of January 1, 2020 and December 31, 2020, 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 Mainville  
 Name of Authorized Official  
  
 Signature of Authorized Official

Executive Director  
 Title  
 3/23/2021  
 Date

MATTHEW A. MAINVILLE  
 Executive Director

THERESA COOPER-GORDON  
 Chair

MARILYN SANABRIA  
 Vice Chair

MICHAEL FALCETTI  
 Treasurer

AARON W. WILSON  
 Commissioner

MYRIAM GURICHES  
 Commissioner