

2017 MTW Annual Report

Keene Housing



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Section I.

Introduction

The MTW Deregulation Demonstration was authorized by Congress in 1996 to provide selected public housing authorities (PHAs) relief from any provisions of the United States Housing Act of 1937, as amended, and related regulations and agreements. In return, MTW agencies are tasked with meeting the following statutory goals:

- Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to households with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income households.

As an MTW agency since 2000, Keene Housing (KH) has used our MTW flexibilities to test a variety of administrative and programmatic innovations in pursuit of these statutory goals. These innovations are guided by our belief people deserve to be respected and empowered regardless of their economic status. At KH this means that rather than dictating how much household can pay towards rent, how long they can receive assistance, or making generalizations as to why someone is in poverty, we support the households we serve and let them determine their course. To that effect, KH has established three guiding principles that govern our policies, our interactions, and our work with the people we serve.

- **Choice** — Provide every household we serve a variety of opportunities to meet their unique needs while pursuing opportunities for developing, on our own or in partnership with others, new affordable housing.
- **Collaboration** — Create a spirit of collaboration which links Keene Housing, KH-assisted households, local organizations, and the public into a healthier, more resilient, more supportive community.
- **Independence** — Provide residents the supports they need to best manage their lives and attain the life goals they set for themselves – being sensitive to the fact that, for each of us, “success” is relative. Success for one households may be the purchase of a home while for another it may simply mean having a safe, affordable home in which to comfortably grow old.

KH's 2017 MTW Annual Report presents the agency's MTW-related performance and accomplishments during the fiscal year (FY)

ending December 31, 2017. During FY 2017, KH continued its tradition of high performance and innovation, providing housing assistance to nearly 1,000 households through KH-owned and managed family and elderly communities, quality housing in the private market, and expansive resident services programs.

Long Term Goals

As outlined in our 2015-2020 Strategic Plan, our long term goals and objectives can be summarized as; reducing costs, increasing the economic independence of our participants, and increasing the availability of affordable housing in the Monadnock region. In 2017, KH made significant strides towards meeting our long-term goals. A few of the larger projects we actively pursued or completed in 2017 include:

- Continuing to preserve, maintain and improve Keene Housing's existing housing portfolio – Under our Affordable Housing Modernization and Preservation activity, KH spent nearly \$6 million in MTW and non-MTW funds towards renovations and capital investments since the initiative's implementation 2014. The funds spent in the last four years have resulted in the preservation of 220 units of affordable housing, almost half KH's housing portfolio.
- Preserve and expand the Monadnock region's affordable housing stock – Cheshire County's vacancy rate was under 1% in 2017. This ongoing housing shortage has created a region-wide affordable housing crisis, particularly felt by households that are elderly or disabled for which there is a profound lack of accessible, affordable housing. In 2017, KH began exploring a variety of options for expanding our portfolio. One such project in the early planning stages will replace our old office building at Harper Acres approximately 24 units of elderly-disabled housing.
- Promote Energy Conservation and Sustainability – Since joining the Better Buildings Challenge in 2015, KH has worked diligently on reducing our energy and water usage. This work has already resulted in a 7% reduction in utility costs, and a portfolio-wide reduction of 8% in water usage. In 2017, we engaged a solar consultant to help identify which properties

were good candidates for solar photovoltaic (PV) systems. Thanks to the hard work of our energy team, our first 100 kW PV array will be installed at Harper Acres in 2018, with several new energy projects in the planning stages.

2017 In Review

In 2017 we continued seeing plans begun in recent years bear fruit. For example, Keene Housing Kids Collaborative (KHKC), has exceeded our expectations. KHKC's was developed in 2016 to help Keene Housing youth build the foundation for successful adulthood by providing out-of-school activities and supports most low-income youth cannot access. In only two years, the staff and board at KHKC has worked hard, growing the few initial partners and KH youth engaged in our partners' programs to a wide variety of projects and programs for over 200 youth.

Our Resident Self-Reliance (RSR) participants continue making strides toward economic self-sufficiency. Of the 144 households participating in RSR during 2017:

- 24 left the program, including 7 new homeowners, having reached self-sufficiency,
- 24 participants attended secondary education or job training,
- No participants needed TANF

Just as important, 114 RSR participants received a total of \$42,396 in Development Grants and Rent Credits, 84 of which were for meeting a goal they established for themselves in their Three Year Action Plan.

As discussed in our long term goals, KH has spent much of the last four years investing in our properties. In no small part because of MTW flexibilities and our Affordable Housing Preservation and Modernization activity, KH was able to dedicate \$1.6 million dollars to replacing failing windows, updating electrical systems, and installing new flooring, ensuring the 136 units, primarily at Riverbend and Harper Acres, will remain in our housing stock for years to come.

Outside of MTW, we are excited to see the growth of our community gardening program. In 2017, the number of garden sites grew from 3 to 39 and now nearly every household in a KH-owned property has the opportunity to grow vegetable, herbs, and flowers if they wish. Community Connections, our resident



services program for our elderly or disabled residents, provided 329 workshops and activities at our three elderly-disabled properties, and countless hours of referral services to those in need of additional assistance.

As always, our dedicated staff are unquestionably the reason for our success. Without their dedication and care for our participants, none of this would be possible. Our Housing Department worked hard to keep our units filled so no family waited longer than necessary for quality, affordable housing. Our Facilities and Maintenance Team continued to impress, with an average non-emergency work order completion time of four days and vacant unit turnovers of under a week. And finally, our Programs and Services staff maintained a voucher utilization rate of over 100% for the fourth year in a row, with fewer than 1% of vouchers issued being returned unused.

Section II.

General Housing Authority Operating Information

Housing Stock Information

Keene Housing owns or manages 551 units of affordable housing including two homeless shelters, two HUD multifamily properties, six Low Income Housing Tax Credit (LIHTC) properties, one home for chronically mentally ill, and ten former public housing developments.

MTW plays an integral part in the management of our entire portfolio. Both our former public housing portfolio and many of our LIHTC properties include MTW Project Based Voucher (PBV) subsidies; our homeless shelters utilize sponsor-based subsidies provided through our Transitional Housing Assistance Subsidy Program (THASP); and in 2015 we completed the conversion of Meadow Road, an expiring use Project-Based Section 8 property, to MTW PBVs through our Affordable Housing Preservation activity. For a clearer picture of which units benefit from our participation in MTW, please see the table provided in Appendix I.



New Housing Choice Vouchers that were Project Based During the Fiscal Year

Table 1. New PBVs issued in FY2017.

Property Name	Anticipated Number of New Vouchers to be Project-Based*	Actual Number of New Vouchers that were Project-Based	Description of Project
N/A	0	0	N/A

Table 2. Total PBVs Committed in FY2017.

Anticipated Total Number of PBVs Committed at the End of the Fiscal Year*	Anticipated Total Number of PBVs Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year*
339	339
Actual Total Number of PBVs Committed at the End of the Fiscal Year	Actual Total Number of PBVs Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
339	324

*From the Plan

Other Changes to the Housing Stock That Occurred During the Fiscal Year

There were no other changes to our housing stock in FY2017.

General Description of All Planned Capital Fund Expenditures During the Plan Year

KH does not have any public housing units and is ineligible for Capital Funds at this time.

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Table 3. Other Housing Owned and/or Managed by KH

Housing Program*	Total Units	Overview of the Program
Non-MTW HUD Funded	100	Includes 90 Multifamily Section 8 and 10 Section 202 units
Tax Credit	81	81 2- and 3-bedroom townhouse style units including 2 accessible units; mix of Tax Credit, USDA RD, Multifamily Section 8, and HOME subsidies
Market Rate	26	24 1-bedroom units at Ashbrook managed for Cheshire Housing Opportunities and 2 units at Brookbend East
Total Other Housing Owned and/or Managed	207	

*Select Housing Program from: Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authority, or Other.

If Other, please describe: N/A

Leasing Information

The tables on the following pages provide details on the families served by KH. The first section provides information about the families served through KH’s Transitional Housing Assistance Subsidy Program (THASP) and Project MARCH, a local, non-traditional MTW funded program. For more information on these activities please see page 31 and 47, respectively. The second section provides an overview of the mix of families served by KH through our traditional MTW Housing Choice Voucher (HCV) program. The final section reports on households participating that successfully transitioned out of housing assistance in FY2017.



Households Served through Local Non-Traditional MTW Funded Programs

Table 4. Number of Households Served at the End of the Fiscal Year (Number of Households Served).

Housing Program	Number of Households Served*	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	768	741
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	58
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	768	799

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

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

Table 5. Number of Households Served at the End of the Fiscal Year (Units Months Leased)

Housing Program	Unit Months Occupied/Leased****	
	Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	64	62
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	5
Port-In Vouchers (not absorbed)	0	0
Total Projected and Annual Unit Months Occupied/Leased	64	67

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

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

Explanation for Differences Between Planned and Actual Households Served

Project MARCH, our project based non-traditional program, did not begin leasing up until after submission of our FY2017 Plan.

Households Served Through Local Non-Traditional Services Only

Table 6. Average and Total Number of Households Served at the End of the Fiscal Year

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local, Non-Traditional Services Only	0	0

Reporting Compliance with Statutory MTW Requirements

75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency’s fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Table 7. Local, Non-Traditional Households Served Annually

Fiscal Year	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	39	181	350	646	731	747	799	0
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	39	181	350	646	731	747	799	0
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	100%	100%	100%	100%	100%	100%	100%	0

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

Table 8. Baseline for the Mix of Family Sizes Served (FY 1999)

Family Size	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	0	316	0	316	54%
2 Person	0	118	0	118	20%
3 Person	0	80	0	80	14%
4 Person	0	44	0	44	8%
5 Person	0	17	0	17	3%
6+ Person	0	10	0	10	2%
Totals	0	585	0	585	100%

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Table 9. Actual Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained**	54%	20%	14%	8%	3%	2%	100%
Number of Households Served by Family Size this Fiscal Year***	316	95	77	37	15	9	549
Percentages of Households Served by Household Size this Fiscal Year****†	58%	17%	14%	7%	3%	2%	100%
Percentage Change	7%	-15%	0%	-13%	0%	0%	0%

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

** The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."

*** The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.

**** The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

†Does not include households served through KH's local non-traditional MTW programs, THASP and Project MARCH.

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

Variations from baseline percentages reflect changes in local demographics which have shifted from larger to smaller families and higher number of older households. However, it is important to note that much of the change is based on the thirty households that are served in excess of our baseline numbers and that, in terms of actual numbers, most groups remain at the same level or above the baseline year.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers, or Local, Non-Traditional Units and Solutions at Fiscal Year End

Keene Housing did not have any issues relating to leasing in its programs during the fiscal year.

Table 10. Leasing issues during fiscal year by program.

Housing Program	Description of Leasing Issues and Solutions
N/A	N/A

Number of Households Transitioned to Self-Sufficiency by Fiscal Year End

KH uses two definitions for self-sufficiency. The first definition, "economic self-sufficiency", counts households that leave housing assistance through KH's \$0 HAP Threshold activity (page 26). Households who meet this criteria have increased their income enough that KH's Housing Assistance Payment (HAP) is reduced to \$0. After six months at \$0 HAP, KH determines that the household no longer requires housing assistance and the household's participation in the voucher program is ended.

KH's second definition, "personal self-sufficiency", counts households that voluntarily terminate participation. Generally, these households leave the program because they have found a way to afford housing without KH's assistance. In some cases, a household may have found housing that better suits their needs at a lower price or where housing costs are offset in some way, such as becoming a live-in aid. In other cases, a household may have reduced their debt to the point that they feel they can afford rent without assistance, purchased a home without KH assistance, or found a job outside of our jurisdiction and do not feel that porting out is worth the required time and paperwork. KH does not include households who choose to terminate their participation to avoid eviction or termination from the HCV program for non-compliance as having attained self-sufficiency.

Table 11. Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned	Agency Definition of Self Sufficiency
\$0 HAP Rent Burden Test/ 2013.01.SS	7	Economic self-sufficiency: Household HAP is reduced to \$0 due to an increase in gross income
Resident Self-Reliance/ 1999.05.SS	17	Personal self-sufficiency: Voluntary termination for reasons other than to avoid eviction or HCV program termination
Households Duplicated Across Activities/ Definitions	0	
Annual Total Number of Households Transitioned to Self-Sufficiency	24	



Wait List Information

Table 12. Projected Number of Wait List Applicants for FY2017 by Wait List Type.

Housing Program(s)*	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open, or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Federal MTW HCV Units (Tenant-Based)	Community-Wide	437	Open	N/A
Federal MTW HCV Units	Program Specific (NED)	260	Open	N/A
Federal Non-MTW HCV Units	Program Specific (Mainstream)	213	Open	N/A
Federal MTW HCV Units (Project Based)	Site-based (Unduplicated)	628	Open	N/A
Federal MTW HCV Units (Tenant Based)	Program Specific (PBV Mobility)	71	Partially Open	No

* Select Housing Program: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the wait list is open.

The PBV Mobility Waitlist is only available to households leased up in a PBV unit interested in obtaining a tenant-based voucher.

If Local, Non-Traditional Housing Program, please describe:

N/A

If Other Wait List Type, please describe:

N/A

If there are any changes to the organizational structure of the wait list or policy change regarding the wait list, provide a narrative detailing these changes

Section III.

Proposed MTW Activities

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

Section IV.

Approved MTW Activities

The following table indexes all current MTW Activities with statutory objective, authorization cited, approval and implementation year, and status. A complete discussion of the each activity, challenges, and metrics begins on page 18.

Activity Name	Plan Year	Activity Type	Primary Statutory Objective	Status
Alternative Rent Burden Threshold	FY1999	Rent Reform	Expand Housing Choices	Ongoing
Eligibility Administration for Section 8 HCV Program	FY1999	Admission Policy	Expand Housing Choices	Ongoing
HQS Landlord Self-Certification Inspection Program	FY1999	Inspection Policy	Cost Effectiveness	Ongoing
Rent Reasonableness Neighborhood Analysis Discontinuance	FY1999	Rent Reform	Expand Housing Choices	Ongoing
Resident Self-Reliance Program	FY1999	Resident Services	Self-Sufficiency	Ongoing
Stepped Subsidy Rent Reform	FY1999	Rent Reform	Self-Sufficiency	Ongoing
Unit Rent Reasonableness Analysis Discontinuance	FY1999	Rent Reform	Expand Housing Choices	Ongoing
Transitional Housing Assistance Subsidy Program	FY2000	Supportive Housing Partnership	Expand Housing Choices	Ongoing
Income Based Alternative Recertification Schedule	FY2005	Rent Reform	Cost Effectiveness	Ongoing
Stepped Subsidy Alternative Recertification Threshold	FY2005	Rent Reform	Cost Effectiveness	Ongoing

Activity Name	Plan Year	Activity Type	Primary Statutory Objective	Status
Standard Deductions	FY2006	Rent Reform	Cost Effectiveness	Closed Out
MTW Homeownership Program	FY2008	Homeownership	Expand Housing Choices	Ongoing
Project-Based Voucher Program	FY2008	Project Based Initiatives	Expand Housing Choices	Ongoing
Restrictions on Section 8 Portability	FY2008	Mobility and Portability	Cost Effectiveness	Ongoing
Housing Quality Standards (HQS) Biennial Inspection Schedule	FY2011	Inspections Policy	Cost Effectiveness	Closed Out
\$0 HAP Rent Burden Test	FY2013	Occupancy Policy	Cost Effectiveness	Ongoing
HQS Alternative Inspection Protocol	FY2013	Inspection Policy	Cost Effectiveness	Closed Out
Affordable Housing Preservation and Modernization Program	FY2014	Use of Funds	Expand Housing Choices	Ongoing
Affordable Housing Preservation Program (AHPP)	FY2014	Project Based Initiatives	Expand Housing Choices	Ongoing
Asset Exclusion Threshold	FY2014	Rent Reform	Self-Sufficiency	Ongoing
Keene Housing Kids Collaborative	FY2014	Use of Funds	Self-Sufficiency	Ongoing
Medical Deduction Threshold	FY2014	Rent Reform	Cost Effectiveness	Ongoing
AHPP Alternative Inspection Protocol	FY2016	Inspection Policy	Cost Effectiveness	Ongoing
AHPP Rent Reform	FY2016	Rent Reform	Cost Effectiveness	Ongoing
Earned Income Disallowance (EID) Discontinuance	FY2016	Rent Reform	Cost Effectiveness	Ongoing
Project-Based Unit Agency Conducted Inspections	FY2016	Inspection Policy	Cost Effectiveness	Ongoing

Activity Name	Plan Year	Activity Type	Primary Statutory Objective	Status
Project M.A.R.C.H. (Monadnock Area Resources Curing Homelessness)	FY2016	Supportive Housing Partnership	Expanding Housing Choices	Ongoing
PBV Mobility Wait List	FY2017	Mobility and Portability	Expanding Housing Choices	Ongoing
Local Payment Standard	FY2017		Expanding Housing Choices	Ongoing

Implemented Activities

1999.01.HC ELIGIBILITY ADMINISTRATION GUIDELINES

Plan Year Approved: 2000 Year Implemented: 2000

KH's MTW HCV program income eligibility threshold was increased to 80% of Area Median Income (AMI) as part of our original MTW agreement. This expanded the number of programs available to low-income households by targeting households up to 80% AMI.

In addition, Keene Housing added a \$100,000 asset threshold to our MTW program's eligibility guidelines in 2014. When determining eligibility, KH calculates anticipated income by applying all applicable income sources as described at 24 CFR 5.609. If the calculated income is 80% AMI or less, KH applies the asset threshold as a second layer for eligibility determination. Applicant households with assets of \$100,000 or more are not eligible for assistance even if the applicant's anticipated income falls at or below the 80% AMI threshold.

This threshold does not apply to inaccessible assets, such as irrevocable trusts. KH applies income from inaccessible assets to a household's income for determining income eligibility as if this threshold did not exist.

Benchmarks and Outcomes

HC #4: Displacement Prevention

Unit of Measurement	Baseline 2007	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	228	0	0	Yes

2008.03.HC MTW HOMEOWNERSHIP FLAT SUBSIDY

Plan Year Approved: 2009 Year Implemented: 2009

In 2005 Keene Housing created its MTW Homeownership program as part of its Public Housing Resident Opportunities for Self-Sufficiency (ROSS) grant under the Family Self-Sufficiency (FSS) program (now Resident Self-Reliance). Over the course of administering the program, KH found that some households who expressed interest in homeownership were near 80% AMI when they began the process of meeting the program's requirements - such as homeownership counseling. As this process may take up to a year, it was possible that a household may have had income in excess of 80% AMI by the time a home was located and a lender secured. To avoid penalizing homeownership participants who increased their income above 80% AMI while in the process of finding a home, Keene Housing initiated, with HUD approval of our FY2008 Annual Plan, a flat subsidy for families in the Homeownership Program with incomes between 80% AMI and 140% AMI.

KH also applies the flat subsidy and 140% AMI ceiling to households after closing. Under the traditional HUD homeownership program, a non-elderly, non-disabled (work-able) household may receive assistance for up to 15 years on a 20 year or longer mortgage (10 years for a shorter mortgage). This assistance continues regardless of income after the initial income eligibility determination. By utilizing both an income guideline and HUD's standard term limits, KH promotes a participant's efforts to increase financial stability while holding the household to a higher standard than HUD's traditional homeownership program. With the 2008 economic and housing market instability, Keene Housing initiated a policy change that permitted homeownership families to request interim recertifications when their incomes changed. This policy change prevented at least two foreclosures and remains in place today.

No new Homeowner Vouchers were issued in 2017. Participation remained at 5 households.

Benchmarks and Outcomes

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline 2007	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of this activity (increase).	0	0	0	Yes

HC #6: Increase in Homeownership Opportunities

Unit of Measurement	Baseline 2007	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	1	1	0	No

Challenges to Achieving Benchmarks

Most households are finding it easier to purchase a home without KH's assistance. For example in 2017, 7 households became homeowners through programs other than KH's.

1999.02.CE HOUSING QUALITY STANDARDS (HQS) LANDLORD SELF-CERTIFICATION INSPECTION PROTOCOL

Plan Year Approved: 2000 Year Implemented: 2000

This activity permits participating property owners to self-certify HQS compliance, after the initial KH HQS inspection, with KH performing quality control inspections on randomly selected owner certified units during occupancy. Additionally, participants can request a special inspection anytime they believe their unit violates HQS. Units that fail a biennial, quality control, or tenant requested inspection return to a KH administered annual inspection schedule until the unit receives a 'Pass' status.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$11,854	\$9,048	\$8,424	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	545	416	351	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Self-Certification Inspections

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of inspections by landlords (increase).	0	5	0	No

KH: HQS Quality Control

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of self-certified units failing HQS Quality Control inspection (decrease).	0	0	0	Yes

1999.03.CE RENT REASONABLENESS NEIGHBORHOOD ANALYSIS DISCONTINUANCE

Plan Year Approved: 2000 Year Implemented: 2000

Under the traditional HCV program, each Public Housing Authority (PHA) is required to develop and maintain a database of rental units in the PHA's jurisdiction. The development of this database often requires extensive administrative time and experience surveying existing rental units based on unit size, neighborhood, and amenities provided. In addition, the database must be updated annually in coordination with HUD's release of Fair Market Rents. KH found that the annual maintenance of this data tended to be administratively demanding with very little return, as the Monadnock region's rental market is incredibly tight with little variance from neighborhood to neighborhood or town to town. As it is KH's belief that the household, not KH, is the best judge of what an appropriate rent is (see 40% Affordability Elimination activity on page 23), KH determined that the annual neighborhood analysis for rent reasonableness was unnecessary and discontinued the practice in 2000.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$470	\$0	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	19	0	0	Yes

1999.07.HC REASONABLE RENT DETERMINATION DISCONTINUANCE

Plan Year Approved: 2000 Year Implemented: 2000

Based on the region's housing market, economic environment, and rural nature, KH believes that the determination of a rent's reasonableness should be the household's decision according to the household's priorities, income, and needs. For this reason, KH does not test any unit for rent reasonableness nor negotiate rents or hold contracts with private owners.

During the issuance briefing, KH staff educates applicants on how factors relating to rent reasonableness – such as location, unit size, unit type, accessibility, amenities, tenant paid utilities, and maintenance – contribute towards a reasonable rent. The education and support provided by KH continues throughout the applicant's housing search and during their rent negotiations with prospective owners.

Since KH first proposed this activity, we have seen a significant increase in the number of households we serve that are elderly or disabled. Due to their unique needs, many find it difficult to locate affordable housing with needed amenities in the area's tight housing market. In addition, many of our new Stepped Subsidy participants lack the needed skills to determine what is a reasonable rent. We have proposed to re-institute the rent reasonableness calculation for our participants who are elderly, disabled, or entering in Step 1 of the Stepped Subsidy program as part of our Amended FY2018 MTW Plan.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$470	\$0	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	19	0	0	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Percentage of Rent Burdened Households (excluding Stepped Subsidy Households)*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households with a rent burden above 40% gross monthly income.	0	5%	3%	Yes

**Rent burden of households participating in the Stepped Subsidy program can be found under the Stepped Subsidy activity (page 24).*

1999.08.HC 40% AFFORDABILITY DISCONTINUANCE

Plan Year Approved: 2000 Year Implemented: 2000

KH believes the best judge of what a household's priorities are in relation to housing is a well-informed household. In our first MTW Plan, KH eliminated the 40% affordability rule in its MTW programs. Instead, households are counseled during the issuance briefing on acceptable rent burdens relative to rent reasonableness and the consequences of choosing units that create high rent burdens. Once a unit is chosen, KH calculates the household's proposed rent burden and, if it exceeds 40%, KH allows the household the opportunity to demonstrate that they can manage the higher rent burden. Households who choose a high rent burden are not eligible for Safety Net unless a change in circumstances causes their rent burden to exceed their rent burden at lease-up.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$470	\$0	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2010	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	19	0	0	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Percentage of Rent Burdened Households (excluding Stepped Subsidy Households)*

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households with a rent burden above 40% gross monthly income.	0%	5%	3%	Yes

**Rent burden of households participating in the Stepped Subsidy program can be found under the Stepped Subsidy activity (page 24).*

1999.04.CE STEPPED SUBSIDY RENT REFORM

Plan Year Approved: 2000 Year Implemented: 2000

The Stepped Subsidy activity introduced a three (3) stepped subsidy structure for all work-able and interested elderly/disabled families. All households receiving assistance under Stepped Subsidy are required to participate in the Resident Self-Reliance (RSR) program (page 27). Rather than paying 30% of adjusted income for rent, residents pay only 20% of gross income towards rent in the first two years. After two years the subsidy is reduced at Year 3 to 65% of the Voucher Payment Standard (VPS) for which they are eligible, and again at Year 4 to 45% of VPS (see table below).

Table 4. 2017 Voucher Payment Standard by Bedroom Size and Step Subsidy Level

# BR	VPS	Step 1 HAP	Step 2 HAP (65% of VPS)	Step 3+ HAP (45% of VPS)
SRO	\$597	VPS-20% Gross Income = Subsidy	\$390	\$270
0	\$797	VPS-20% Gross Income = Subsidy	\$520	\$360
1	\$851	VPS-20% Gross Income = Subsidy	\$550	\$380
2	\$1067	VPS-20% Gross Income = Subsidy	\$690	\$480
3	\$1287	VPS-20% Gross Income = Subsidy	\$840	\$580
4	\$1566	VPS-20% Gross Income = Subsidy	\$1020	\$700
PAD	\$388	VPS-20% Gross Income = Subsidy	\$250	\$170

In 2017, 146 households participated in Stepped Subsidy with 24 (16%) moving out of housing assistance and into self-sufficiency. In comparison, 8 work-able households living in units not part of the Stepped Subsidy program moved into self-sufficiency during the same time period.

Hardship Requests and Outcomes

KH administers a hardship program, Safety Net, for all MTW PBV and HCV households. The Safety Net program provides temporary relief to participating households experiencing significant, unexpected increases in rent burden. As Safety Net is not meant to take the place of employment for Stepped Subsidy households. As such applications for Safety Net must be submitted monthly except in limited situations, such as an extended medical leave.

The Safety Net Committee may require a Safety Net applicant to complete an action plan to remedy the hardship, such as applying for unemployment benefits, as one of the requirements for receiving additional housing assistance. Repeat Safety Net recipients, may also be required to revisit their Three Year Action Plan for RSR (page 27) with their Resident Services Coordinator (RSC).

In 2017, KH received 21 Safety Net applications. Of those, 67% (14) were approved and 33% (7) were denied.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$12,162	\$3,832	\$1,260	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	492	155	53	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Percentage of Rent Burdened Households

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households suffering a rent burden above 40% gross monthly income.	0	5%	8%	No

Challenges to Achieving Benchmarks

Many of our rent burdened household are currently pursuing educational or job training. By making this commitment they are often unable to maintain a positive trajectory in their income and become rent burdened when a step change occurs. In response, KH implemented a change to the Stepped Subsidy program in 2018 which freezes a participant's subsidy while pursuing educational goals.

2013.01.SS \$0 HAP RENT BURDEN TEST

Plan Year Approved: 2013 Year Implemented: 2013

KH uses a rent burden test to measure a household's progress towards economic independence. When a Stepped Subsidy household's gross rent burden is at or below 30% of their gross income, KH reduces HAP to \$0 for 6 months. If the household does not experience an unanticipated change in income within the \$0 HAP period, housing assistance is terminated. This change helped better align the metrics for measuring self-sufficiency with those used for hardship in the Safety Net program.

Benchmarks and Outcomes

SS #8: Households Transitioned to Self-Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households transitioned into self sufficiency (increase).	1	2	7	Yes

1999.05.SS RESIDENT SELF-RELIANCE (RSR) PROGRAM

Plan Year Approved: 2000 Year Implemented: 2000

The RSR program provides service coordination and case management to help families become financially stable. The program is required for all non-elderly, non-disabled households enrolled in the Stepped Subsidy program. Elderly and Disabled households that elect to enroll in the Stepped Subsidy program are also required to participate in the program. The program served 46 households in 2017.

Upon issuance, RSR participants complete an assessment to determine potential barriers to self-sufficiency and financial stability based upon the following five (5) Foundational Proficiencies:

- Household Stability
- Wellness and Healthy Relationships
- Education and Training
- Financial Management
- Employment and Household Management
- Individualized Goal Setting Plans

Within thirty (30) days of lease-up, new participants meet with a Resident Service Coordinator (RSC) for an assessment session. The assessment session helps identify the Foundational Proficiencies in which the household needs the most support. The assessment session is followed by a goal-setting session where participants develop an individualized 3-year plan to attain competencies in the Foundational Proficiencies where the household needs support. The plan includes specific goals and milestones with dates for completion. Participants are encouraged to consider, and set goals to mitigate, the stepped rent increases that come with participation in the Stepped Subsidy activity.

All households are required to have an active 3-year plan as long as they are receiving housing assistance through the Stepped Subsidy program. Upon completion of a 3-year Goal Action Plan, each participant establishes a new 3-year plan with their RSC.

Development Grants and Rent Credits

Keene Housing understands that cost is often a major barrier to low-income households' educational and professional success. In an effort to provide the best chance for our participants to reach their goals, Keene Housing offers Development Grants to help offset costs associated with attaining goals within a household's 3-year Goal Action Plan. The grant fund is renewed annually with the amount of the grant determined by funding availability. Examples of Development Grant approved uses include help with tuition, textbooks, exams, childcare and transportation.

In addition, participants can choose to use their Development Grant funds for Rent Credits when they meet established milestones or goals. The amount of the Rent Credit varies with the significance of a participant’s achievement and the amount of funds left in the household’s annual Development Grant fund. Both Development Grants and Rent Credits are available to all RSR participants and are contingent upon funding availability.

Participant Compliance

KH requires RSR participants to attend quarterly one-on-one RSC progress meetings. Participants who miss three (3) progress meetings with their RSC are terminated from the RSR and Stepped Subsidy programs. In addition to the quarterly meetings, participants are encouraged to pursue round table sessions and other seminars relevant to their future plans even if not directly tied to a current goal.

Benchmarks and Outcomes

SS #1: Increase in Household Income

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	\$23,597	\$24,500	\$27,581	Yes

SS #3: Increase in Positive Outcomes in Employment Status

NOTE: KH considers a household employed full time if the reported annual gross income meets or exceeds the \$15 per hour living wage established for Cheshire County. The region's living wage is reported by the Monadnock Living Wage Group, of which KH is a founding member and one of the first employers in the region to guarantee a living wage to all full time employees. Anyone reporting an earned hourly wage below this threshold is considered employed part time. The use of the living wage is a change from previous years which used the most recent per capita hourly wage for Cheshire Labor Market Area, as reported by the New Hampshire Employment Security department.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
The number of head of households:				
(1) Employed Full-Time	26	34	43	Yes
(2) Employed Part-Time	83	83	87	Yes
(3) Enrolled in an Educational Program	6	6	13	Yes
(4) Enrolled in Job Training Program	4	4	10	Yes
(5) Unemployed	18	10	14	No
(6) Other	0	0	0	0
The percentage of work-able households:*				
(1) Employed Full-Time	23%	27%	30%	Yes
(2) Employed Part-Time	65%	65%	60%	No
(3) Enrolled in an Educational Program	5%	5%	9%	Yes
(4) Enrolled in Job Training Program	3%	3%	7%	
(5) Unemployed	14%	8%	10%	No
(6) Other	0%	0%	0%	Yes

* May not equal 100% as some individuals may be working and attending an educational or job training program.

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	5	6	0	Yes

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

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	110	110	146	Yes

SS#8: Households Transitioned into Self-Sufficiency

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	14	10	17	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Households with earned income

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Percentage of households reporting earned income (increase).	86%	90%	90%	Yes

KH: Households making progress on Three-Year Action Plan

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving rent credits for meeting Action Plan goals (increase).	0	25	84	Yes

KH: Households terminated for non-compliance

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households terminated for failure to attend quarterly meetings (decrease).	0	2	3	No

KH: Households awarded a Development Grant or Rent Credit

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Number of households that received Development Grant and Rent Credit funds (increase).	0	25	114	Yes

KH: Total DGRC Funds Distributed

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Total amount of Development Grant and Rent Credit funds awarded to eligible households (increase).	0	\$16,000	\$42,396	Yes

1999.06.HC TRANSITIONAL HOUSING ASSISTANCE SHELTER PROGRAM (THASP)

Plan Year Approved: 2000 Year Implemented: 2000

Keene Housing began providing sponsor-based subsidies to local service provider partners for shelter and transitional housing during its first year in MTW. THASP focuses on helping households most PHAs find hard to assist: those facing immediate and/or long term homelessness, individuals returning to the community from incarceration, and victims of domestic violence fleeing their abusers.

Through most of FY2017, KH provided sponsor-based subsidies for 4 transitional housing programs:

Property Name	Service Provider	Program Description
Water Street Family Shelter	Southwestern Community Services	Year-round homeless shelter for families with children
Roxbury Street Men's Shelter	Southwestern Community Services	Year-round homeless shelter for men
Second Chance for Success	Southwestern Community Services	Transitional housing for men leaving incarceration
Monadnock Center for Violence Prevention	Monadnock Center for Violence Prevention	Shelter for victims of domestic violence

Benchmarks and Outcomes

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

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	425	499	Yes

HC#1: Additional Units of Housing Made Available

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	60	62	Yes
Households Served: Homeless and hard-to-house.				

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$250,000	\$524,906	Yes

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline 1999	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	425	499	Yes

2005.01.CE ELDERLY AND DISABLED HOUSEHOLD ALTERNATIVE RECERTIFICATION SCHEDULE

Plan Year Approved: 2005 Year Implemented: 2005

Keene Housing does not require elderly and disabled households to participate in the annual recertification process if they do not have net assets exceeding \$50,000 and receive 100% of their income from any fixed income source including, but not limited to:

- Disability Compensation and/or Dependency and Indemnity Compensation (DIC) payments, received from the Veteran's Administration (VA);
- Federal, State, local, and private pension plans that provide substantially the same amount year to year; and
- Other regular payments received from annuities, disability or death benefits, insurance policies, retirement funds, and other similar types of income that provide substantially the same amount year to year.

Instead, KH relies on the published Cost of Living Adjustment (COLA) and the Enterprise Income Verification (EIV) system to calculate each household's income. KH notifies households via mail of their new tenant share and subsidy amount. Included with this notice is the standard Authorization for Release of Information/Privacy Act Notice (HUD form 9886). Households with pension and assets above \$50,000 continue to participate in the regular full annual recertification process.

Keene Housing understands the value of regular contact with HCV participants, particularly elderly and disabled participants, yet the recertification process for many elderly and disabled households can be quite confusing and stressful. To maintain contact with participants in a more productive manner, we hired an Elderly/Disabled Resident Service Coordinator in 2017 to develop the Community Connections program. Community Connections focuses on helping our elderly and disabled residents maintain an active and healthy lifestyle. Our hope is that using proven strategies to facilitate aging in community and aging in place allows our residents to remain independent well into their senior years.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$10,968	\$11,448	\$10,764	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	457	477	448	Yes

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$129,716	\$129,716	\$89,064	Yes

2005.02.CE STEPPED SUBSIDY ALTERNATIVE RECERTIFICATION SCHEDULE

Plan Year Approved: 2005 Year Implemented: 2005

Households participating in the Stepped Subsidy program currently participate in a recertification at each step change. Upon reaching Step 3, Stepped Subsidy households do not participate in full recertifications.

During years when a household does not have a recertification, KH conducts an Enterprise Income Verification (EIV) system check to test whether or not the household meets the \$0 HAP threshold and is still income eligible. In addition, as all Stepped Subsidy households also participate in RSR (page 27) and are required to attend quarterly meetings with their RSC; non-verified income and employment data are collected at these meetings. The information collected is used to measure each household's progress towards their 3-Year Goal Action Plan and for evaluating program efficacy. In addition, RSCs collect a new Authorization for Release of Information/Privacy Act Notice (HUD form 9886) when existing 9886s have expired.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$3,384	\$4,680	\$1,440	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	141	195	60	Yes

CE #5: Increase in Agency Rental Revenue

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$60,262	\$60,262	\$65,799	Yes

2008.01.HC PROJECT BASED VOUCHER PROGRAM

Plan Year Approved: 2008 Year Implemented: 2008

KH continues operating its local Project Based Voucher (PBV) program, initially approved in 2008. This activity permits Keene Housing to waive regulatory caps on the total HCV inventory KH may project base. KH project bases at least 60% of its available voucher funding plus any funding received for units project based through the AHPP activity. In addition, this activity allows KH to waive the required public process for project basing units within KH owned and managed properties and eliminate the limitations on the percentage of units within a single property or development that may be project based.

Benchmarks and Outcomes

HC #4: Displacement Prevention

Unit of Measurement	Baseline 2007	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	212	0	0	Yes

2008.02.CE RESTRICTIONS ON SECTION 8 PORTABILITY

Plan Year Approved: 2008 Year Implemented: 2008

KH restricts non-elderly, non-disabled households from porting out of our jurisdiction to those households who require a reasonable accommodation unavailable in KH's jurisdiction, are the victims of domestic violence, or can show the move would demonstrably increase their financial stability, such as a new employment or educational opportunity.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$288	\$408	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2013	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	12	17	0	Yes

2014.01.HC AFFORDABLE HOUSING PRESERVATION PROGRAM (AHPP)

Plan Year Approved: 2014 Year Implemented: 2015

KH proposed and received approval for our Affordable Housing Preservation Program (AHPP) in 2014. Building on the successes of similar initiatives at other MTW Agencies, the program leverages the subsidy provided by the Enhanced Voucher program (Section 8(t) of the U.S. Housing Act) to preserve properties that would otherwise either be removed from HUD's multifamily portfolio.

AHPP accomplishes this by providing property owners the option to opt-out of an expiring Project Based Section 8 contract and convert their properties to PBVs with KH. As vouchers can sometimes provide higher payments than Multifamily contracts, entering into a PBV HAP contract can provide owners access to additional rental revenue and private equity for capital improvements. Additionally, moving from Project Based Section 8 to PBV frees owners from HUD Management Reviews (MOR) as well as restrictions on reserve capitalization and use. KH provides residents the option of remaining in place and converting their Enhanced Voucher to a PBV or taking their Enhanced Voucher to the private market at which time KH will, in most cases, provide a PBV for the vacant unit.

In 2015, KH chose Meadow Road, a KH owned Multifamily Section 8 property, as the first property to convert under this new initiative.

Benchmarks and Outcomes

HC#2: Units of Housing Preserved

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI as a result of the activity (increase).	0	18	0	No

HC#4: Displacement Prevention

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	18	0	0	Yes

Challenges to Achieving Benchmarks

Keene Housing did not add any new properties to its AHPP program in 2017.

2014.02.CE MEDICAL DEDUCTION THRESHOLD

Plan Year Approved: 2014 Year Implemented: 2014

Under the traditional medical deduction calculation, households may claim unreimbursed medical expenses up to 3% of their annual income as a deduction towards their adjusted annual income calculation. Keene Housing found that most households either did not need the exclusion or were using the exclusion to pay for additional, private insurance which would no longer be necessary with the implementation of the Affordable Care Act (ACA). To streamline the recertification process and reduce the amount of federal housing subsidy going to personal insurance, KH increased the threshold for medical deductions to 7.5% for elderly and disabled households' unreimbursed medical expenses.

Hardship Requests and Outcomes

KH received no Safety Net applications in 2017 related to this activity.

Benchmarks and Outcomes

CE#1: Agency Cost Savings

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$1320	\$990	\$814	Yes

CE#2: Staff Time Savings

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	110	96	79	Yes

CE #5: Increase in Agency Rental Revenue

Unit of Measure	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$129,716	\$129,716	\$137,947	Yes

2014.02.SS ASSET EXCLUSION THRESHOLD

Plan Year Approved: 2014 Year Implemented: 2014

In 2014, KH adopted a policy to disregard net assets totaling \$50,000 or less from the income calculation when determining a participant's tenant rent. This policy allowed residents the opportunity to establish and increase assets without being discouraged by a corresponding increase in rent. KH continues calculating imputed value for all assets in the income calculation when a household's total net assets exceed \$50,000.

Hardship Requests and Outcomes

KH received no Safety Net applications in 2017 related to this activity.

Benchmarks and Outcomes

CE#1: Agency Cost Savings

Unit of Measure	Baseline 2014	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$7440	\$5568	\$0	No

CE#2: Staff Time Savings

Unit of Measure	Baseline 2014	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	310	232	0	Yes

CE #3: Decrease in Error Rate of Task Execution

Unit of Measure	Baseline 2014	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0%	<1%	0%	Yes

CE #5: Increase in Agency Rental Revenue

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$189,978	\$189,978	\$209,479	Yes

Challenges to Achieving Benchmarks

Keene Housing does not collect asset information unless the assets are over the threshold. In 2017, no household had assets above the \$50,000 threshold.

2014.04.SS KEENE HOUSING KIDS COLLABORATIVE (KHKC)

Plan Year Approved: 2014 Year Implemented: 2014

For many years Keene Housing operated a relatively small after school and summer program for children living in KH's Forest View and North and Gilsum properties, Building Bridges. Even with a small budget, relatively simple curriculum, and small staff the kids who participate in Building Bridges flourished. Through the Use of Funds authority provided through MTW, Keene Housing created a 501(c) (3) non-profit organization in 2014 that offers wrap-around services to all children living in KH- and KH- affiliate owned and managed properties (all of whom are below 80% AMI), not just those living in units supported through KH's MTW PBV and HCV programs. KH's financial support of KHKC funds declines each year as KHKC increases its fund development activities.

Benchmarks and Outcomes

Note: While KH provides these metrics as a measure of program efficacy due to HUD requirements, it is important to note that as the activity specifically targets youth, not adults, it is not possible to correlate the program's effectiveness to households that transition to self-sufficiency. KHKC's intent is to help ensure that children growing-up in our properties will be self-sufficient adults, never needing our assistance. As such, the baseline and benchmark for HUD metric SS #8: Households Transitioned to Self-Sufficiency are set to 0. KH respectfully calls attention to this as one of many examples where the 50900 obfuscates, rather than illuminates, an MTW activity's effectiveness or outcomes.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	10	15	221	Yes

SS #8: Households Transitioned to Self Sufficiency

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	0	0	Yes

2014.03.HC AFFORDABLE HOUSING PRESERVATION & MODERNIZATION PROGRAM

Plan Year Approved: 2014 Year Implemented: 2014

In spring of 2014, Keene Housing completed a six-month effort of compiling and aggregating the projected capital needs of the entire KH- and KH-affiliate owned portfolio through 2018. The results were sobering. KH's portfolio will require almost \$3.8M in modernization by 2018.

In the amended FY2014 Plan, KH created the Affordable Housing Preservation and Modernization Program to address these capital needs. The activity allows KH to address the KH- and KH-affiliate owned portfolio's growing capital needs in a rational way, with a predictable schedule, based on greatest need and economies of scale, rather than in reaction to unpredictable and uncertain grant opportunities.

Benchmarks and Outcomes

HC #2: Units of Housing Preserved

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	0	0	Yes

Keene Housing Local Metric(s)

In addition to the required metric(s) developed by HUD, KH also utilizes the following local metric(s) to monitor program efficacy.

KH: Units of Housing Preserved by 2018 (Rolling metric)

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	0	400	220	No

Challenges to Achieving Benchmarks

Using a combination of MTW and other funds, KH completed \$2.3 million in capital improvements in 2017, primarily at Harper Acres and Riverbend Apartments. This important preservation work is more accurately described as incremental progress towards our long-term preservation goals.

2015.01.CE AFFORDABLE HOUSING PRESERVATION PROGRAM - RENT REFORM

Plan Year Approved: 2015 Year Implemented: 2015

The AHPP Rent Reform initiative provides a streamlined methodology for calculating rent while providing households in AHPP properties an opportunity to increase income and assets without experiencing immediate rent increases. As in the traditional PBV program, household subsidy is calculated based on 30% of adjusted annual income. However, the activity alters the current methodology for calculating rent and the recertification schedule with the following streamlining strategies:

- Triennial recertifications for all households.
- Interim recertifications limited to household composition changes and cases where the total household income permanently drops by \$50 per month or more, with access to Safety Net for short term financial hardship.
- The Utility Allowance in effect at the effective date of the last regular recertification used to calculate rents at interim recertifications.
- Household assets with a total net value of \$50,000 or less are disregarded.
- Earned Income Disregard (EID) is eliminated.
- Applies the Elderly and Disabled Household Alternative Recertification Schedule activity (page 32) to all eligible households.

By simplifying the recertification and rent calculation process, the activity reduces KH's administrative burden by lowering administrative costs and staff time. In addition, this policy allows participant households the opportunity to increase earnings and assets without being discouraged from doing so by corresponding increases in rent as is the case in the traditional HCV and public housing programs.

Hardship Requests and Outcomes

KH received no Safety Net applications in 2016 related to this activity.

Benchmark and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$2326	\$2088	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	99	87	0	Yes

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0%	0%	0%	Yes

SS #1: Increase in Household Income

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy (increase).	\$9,865	\$9,964	\$16,992	Yes

SS #2: Increase in Household Savings

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/ escrow of households affected by this policy in dollars (increase).	\$15,777	\$15,935	\$0	No

SS #3: Increase in Positive Outcomes in Employment Status

NOTE: KH utilizes a household’s hourly earned income, rather than number of hours worked, to determine employment status. KH considers a household employed full time if the reported annual gross income meets or exceeds the most recent per capita hourly wage for Cheshire Labor Market Area, as reported by the New Hampshire Employment Security department. Anyone reporting an earned hourly wage below this threshold is considered employed part time.

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Number of Head of Households that are:				
(1) Employed Full-time	5	7	0	No
(2) Employed Part-time	3	2	10	Yes
(3) Enrolled in an Educational Program	0	1	0	No
(4) Enrolled in a Job Training Program	1	1	0	No
(5) Unemployed	2	0	0	Yes
(6) Other	0	0	8	No
Percentage of total Work-able Households that are:				
(1) Employed Full-time	45%	64%	0%	No
(2) Employed Part-time	27%	18%	55%	No
(3) Enrolled in an Educational Program	0%	9%	0%	No
(4) Enrolled in a Job Training Program	10%	9%	0%	No
(5) Unemployed	18%	0%	0%	Yes
(6) Other	0%	0%	45%	No

SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	1	0	0	Yes

SS #8: Households Transitioned to Self-Sufficiency

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase).	0	2	0	No

**Baselines calculated using actual number of recertifications/interims done at Meadow Road FY2014.*

Challenges to Achieving Benchmarks

Keene Housing does not collect asset information from households with assets less than \$50,000.

2015.02.CE AFFORDABLE HOUSING PRESERVATION PROGRAM – ALTERNATIVE INSPECTION SCHEDULE

Plan Year Approved: 2015 Year Implemented: 2015

Properties participating in AHPP (page 40) use the following alternative schedule for Housing Quality Standards (HQS) inspections:

- All units converting to AHPP are inspected by the administering agency for HQS compliance no more than 90 days before initial conversion.
- If all units pass initial inspection, the property is subject to biennial HQS inspections of 20% of total units.
- Should any unit fail initial or any other inspection, the property is subject to an annual inspection of 100% of units until all pass HQS inspection, at which time the property returns to a 20% biennial inspection schedule.
- Properties subject to a higher inspection protocol than HQS may use that protocol in lieu of a biennial (not initial) HQS inspection.
- Properties that fail an inspection based upon a higher standard protocol are subject to an annual HQS inspection of all (100%) units until all units pass HQS or a higher inspection protocol.
- A household may, at any time, request a HQS inspection from the administering agency should the tenant believe that their unit does not meet HQS.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$374	\$83	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	18	4	0	Yes

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0%	0%	0%	Yes

2015.03.CE EARNED INCOME DISREGARD (EID) ELIMINATION

Plan Year Approved: 2015 Year Implemented: 2015

KH discontinued allowing new households to claim the Earned Income Disregard (EID) from the calculation of tenant rent. All households claiming EID as of January 1, 2015 were permitted to do so until the natural end of their EID allowance, as required by regulation. As of the end of 2016, no participants continued to receive an EID allowance.

Hardship Requests and Outcomes

KH received no Safety Net applications in 2017 related to this activity.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$576	\$0	\$0	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	24	0	0	Yes

CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	0%	0%	0%	Yes

CE #5: Increase in Agency Rental Revenue

Unit of Measure	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	\$225,078	\$239,310	\$209,479	Yes

2016.01.CE PROJECT-BASED UNIT AGENCY CONDUCTED INSPECTIONS

Plan Year Approved: 2016 Year Implemented: 2016

Section 8(o)(11) of the 1937 Housing Act and 24 CFR 983.103(f)(1) requires PHAs to contract with a third party inspector for PHA owned PBV units. However, repeated attempts to locate a third party inspector for our owned and managed PBV units have been unsuccessful. The Project-Based Unit Agency Conducted Inspections activity permits KH to waive the third party inspection requirement until such time that an independent inspector can be found.

In lieu of a third party inspector, KH's Director of Facilities and Assets certifies all KH owned and managed Project PBV units to Uniform Physical Condition (UPC) Standards at turnover. In addition, a KH inspector certifies that these units meet Housing Quality Standards (HQS) as specified in KH's MTW HQS activities: 2011.01.CE Housing Quality Standards (HQS) Biennial Inspection Schedule and 2013.01.CE Housing Quality Standards (HQS) Alternative Inspection Protocol. In addition, supervisory personnel who have not been involved in routine inspections monitor the quality of KH's inspections, by re-inspecting five (5%) percent of all initial and annual inspections performed each quarter as a Quality Control (QC) mechanism.

The activity only affects KH's former public housing portfolio as all other KH owned PBV units are inspected at a higher standard by an outside regulatory agency. There is no anticipated impact on KH or residents due to this activity as it makes no change to current practice.

In 2017, we received one response to the RFP. KH awarded a one-year contract to the inspection firm for Quality Control (QC) inspections. The vendor will re-inspect five (5%) percent of all initial and annual inspections performed each quarter as a QC mechanism. If, after the initial contract year, KH is satisfied with the firm's work, in terms of both thoroughness of inspections and customer service, KH may expand the firm's scope of work, pursuant to KH's Board approved procurement policy, to include inspection of all KH and KH affiliate owned PBV units. Should that occur, KH may elect to suspend this activity in the appropriate MTW Plan year.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$10,279	\$10,279	\$208	Yes

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	481	481	9	Yes

CE #3: Decrease in Error Rate of Task Execution

Unit of Measure	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	<1%	<1%	<1%	Yes

2016.02.HC PROJECT MARCH (MONADNOCK AREA RESOURCES CURING HOMELESSNESS)

Plan Year Approved: 2016 Year Implemented: 2016

Project MARCH utilizes a Housing First model that provides partner agencies fixed subsidies to secure and maintain private market housing for their homeless clients. KH partnered with Southwestern Community Services (SCS), the region's Community Action Agency and our largest THASP partner. KH pledged up to twenty (20) Project MARCH subsidies to SCS for 2016. This commitment expands affordable housing options in the community and provides options beyond the shelters for those who may otherwise find it difficult to secure permanent, affordable housing.

Project MARCH outreach focuses on the region's homeless veteran population, and veterans receive a preference for Project MARCH subsidies throughout the program's life, or until every homeless vet in the Monadnock Region who wants to have housing, does. Every household who receives housing through Project MARCH is also offered two months of intensive supportive services from SCS. SCS continues working with households who request additional assistance after two months.

The Project MARCH partner is responsible for creating and enforcing eligibility and continued occupancy policies. Such policies must, at minimum, meet the following requirements:

- Ensure that no policies or procedures violate any federal, state, or local regulation or statute.
- Certify that no Project MARCH participant has been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing.
- Require that at least one member of the participating household has established citizenship or eligible immigration status.
- Confirm that all units leased through Project MARCH are meet Housing Quality Standards (HQS) protocols and are subject to KH's HQS quality control protocols.
- Establish that a Project MARCH participant's rent burden cannot exceed 45% of monthly income.
- Certify that no Project MARCH participant's annual income will exceed 80% Area Median Income (AMI) at eligibility.
- Verify that the partner will not impose a time limit for participation but will require Project MARCH participants to apply for housing assistance with KH.

Benchmarks and Outcomes

The following is a list of the metrics KH tracks using HUD's established criteria. As is often the case since the adoption of the most recent 50900, many of the metrics that HUD emands that we track are irrelevant to Project MARCH's design or intended outcomes. In fact, several of the metrics we are required to track, because they measure things that Project MARCH is not designed to affect, give the appearance that Project MARCH is not working; HC #3 Decrease in Wait List Time, SS#6 Reducing per Unit Subsidy Costs for Participating Households and SS #7 Increase in Agency Rental Revenue are the most egregious examples of this.

The metrics marked with a (!) are those that HUD requires us to measure, despite the metrics' inappropriateness and irrelevance. Baselines and benchmarks for most of these metrics are set to zero because they cannot be measured. KH, like HUD, is committed to measuring MTW initiatives' efficacy, and we look forward to working with the Department to improve the 50900 so that it becomes a more useful tool for tracking and evaluating MTW activities.

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	\$0	\$8460	\$1,808	No

HC #1: Additional Housing Units Made Available

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). Households served: Homeless	0	20	6	No

HC #3: Decrease in Wait List Time'

Project MARCH participants are required to apply for housing assistance with KH as a part of SCS's eligibility screening process. The number of Project MARCH participants is so small as to have no effect on our wait lists. There is no reason whatsoever to track this data relative to Project MARCH.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	0	0	0	Yes

HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	20	6	No

HC #7: Households Assisted by Services that Increase Housing Choice

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	0	20	6	No

SS #1: Increase in Household Income ^t

No Project MARCH households are currently served in any KH program or housed in any KH owned or managed unit, therefore no income data is available to establish a baseline nor to establish a realistic benchmark. It is also important to remind the Department that Project MARCH is a Housing First, not self-sufficiency program.

While it is possible, and even likely that participating households see increases in income as a byproduct of being housed and offered supportive services, increasing participant income is not an explicit Project MARCH design element. Additionally, over half of Project MARCH participants are disabled rather than working households.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average income of households affected by this policy in dollars (increase).	\$0	\$0	\$0	Yes

SS #2: Increase in Household Savings †

No Project MARCH households are currently served in any KH program or housed in any KH owned or managed unit, therefore no savings data is available to establish a baseline nor to establish a realistic benchmark. Project MARCH is a Housing First, not self-sufficiency program, so while it is possible that participating households may see increases in savings, establishing or increasing savings is not an explicit Project MARCH design element. KH also reminds the Department that the first \$50,000 in assets are disregarded when calculating income under the eligibility screening criteria SCS is using, so this data is not tracked except in the extraordinarily unlikely event that a homeless household entering Project MARCH has more than \$50,000 in assets.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average savings/escrow of households affected by this policy (increase).	\$0	\$0	\$0	Yes

SS #3: Increase in Positive Outcomes in Employment Status †

No Project MARCH households are currently served in any KH program or housed in any KH owned or managed unit, therefore no employment data is available to establish a baseline nor to establish a realistic benchmark. Project MARCH is a Housing First, not self-sufficiency program, so while it is possible that we see changes in employment patterns, increasing employment is not an explicit Project MARCH design element. Further, SCS does not track the data necessary to measure this metric.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
The number of head of households:				
(1) Employed Full- Time	0	0	0	Yes
(2) Employed Part- Time	0	0	0	Yes
(3) Enrolled in an Educational Program	0	0	0	Yes
(4) Enrolled in Job Training Program	0	0	0	Yes
(5) Unemployed	0	0	0	Yes
(6) Other	0	0	0	Yes
The percentage of work-able households:*				
(1) Employed Full- Time	0%	0%	0%	Yes
(2) Employed Part- Time	0%	0%	0%	Yes
(3) Enrolled in an Educational Program	0%	0%	0%	Yes
(4) Enrolled in Job Training Program	0%	0%	0%	Yes
(5) Unemployed	0%	0%	0%	Yes
(6) Other	0%	0%	0%	Yes

* May not equal 100% as some individuals may be working and attending an educational or job training program.

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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase).	0	20	6	No

SS #6: Reducing Per Unit Subsidy Costs for Participating Households †

No Project MARCH households are currently served in any KH program so it is impossible for there to be a change in the average subsidy per household enrolled in Project MARCH.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per households affected by this policy in dollars (decrease).	\$0	\$0	\$0	Yes

SS #7: Increase in Agency Rental Revenue

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	\$0	\$0	\$0	Yes

SS #8: Households Transitioned Into Self-Sufficiency †

Keene Housing defines self-sufficiency as the point at which a household no longer needs housing assistance. Project MARCH is a Housing-First, not self-sufficiency, program focused on our region’s homeless population. While it is possible that some participating households may reach self-sufficiency, self-sufficiency is not an anticipated outcome or goal for Project MARCH participants; moving homeless veterans out of the woods, off of couches, and out of the shelters is the program’s goal.

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	0	0	0	Yes

Challenges to Achieving Benchmarks

According to the NH Coalition to End Homelessness' 2017 State of Homelessness Report, Cheshire County saw a 32% reduction in homelessness between 2015-2017, one of the largest declines in the state. Thanks to the significant drop in homeless households in our region, our Project MARCH partner has found it difficult to fully utilize their Project MARCH subsidies. KH is considering closing or revamping the program in 2018 so that the funds dedicated to this program can be more effectively utilized.

2017.02.HC PBV MOBILITY WAIT LIST

Plan Year Approved: 2017 Year Implemented: 2014

Under HUD regulation 24 CFR 983.260 – Family Right to Move, when issuing tenant-based vouchers PHAs are required to provide them first to project-based voucher (PBV) households who requests one and has fulfilled at least one year of tenancy. However low turnover rates in our tenant based voucher program means that PBV residents are generally eligible for a tenant-based voucher as soon as one becomes available. Under the current regulation each voucher we issued would then go to a household already receiving housing assistance rather than one from our wait list, essentially makes residency in a PBV a “requirement” to access a tenant-based voucher.

Keene Housing values housing choice, however we also recognize the need to assist otherwise eligible, unassisted households, who have often waited years for assistance; particularly the elderly/disabled households who makeup 80% of our wait list applicants. To balance these two priorities, Keene Housing increased the tenancy requirement for PBV households from one to two years. In addition, we established a ratio whereby every sixth tenant-based voucher issued goes to an eligible PBV household that requests a tenant-based voucher by opting in to our Mobility wait list.

The policies ensure equitable access to housing by households waiting for assistance as well as by assisted households looking to move to the private market. This activity meets the Housing Choice statutory objective and increases the number of units available to all low-income households by ensuring that availability of PBV units are not a barrier to those needing assistance. The activity also reduces wait times by ensuring that those on the wait list are assisted before those already being assisted.

For administrative purposes, all PBV households who applied for our tenant-based wait list prior to the implementation of this policy were automatically moved to the Mobility Wait List in the order of their original application. At lease-up, all PBV households are informed of their right to a tenant-based voucher after two-years of tenancy and given the choice to opt-in to our Mobility Wait List. PBV households may request to be placed on the Mobility wait list at any time.

PBV households are still eligible for transfers within the KH PBV portfolio during the PBV Mobility Wait List tenancy requirements if

such a transfer is approved by the PBV owner. In addition, KH waives the PBV Mobility Wait List requirements for PBV households that meet the eligibility criteria for a tenant-based voucher under KH's Violence Against Women Act (VAWA), Reasonable Accommodation, or Government Displacement/Natural Disaster Preference policies.

Benchmarks and Outcomes

The following is a list of the metrics KH tracks using HUD's established criteria. As is often the case since the adoption of the most recent 50900, many of the metrics that HUD requires us to track are irrelevant to this activity's design or intended outcomes.

The metrics marked with a (!) are those that HUD requires us to measure, despite the metrics' inappropriateness and irrelevance. Baselines and benchmarks for most of these metrics are set to zero because they cannot be measured. KH, like HUD, is committed to measuring MTW activities' efficacy, and we look forward to working with the Department to improve the 50900 so that it becomes a more useful tool for tracking and evaluating MTW activities.

CE#1: Agency Cost Savings ^t

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Cost in task dollars (decrease).	0	0	0	Yes

CE#2: Staff Time Savings ^t

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Time to complete task in staff hours (decrease).	0	0	0	Yes

HC #3: Decrease in Wait List Time

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	84	36	27	Yes

Not Yet Implemented Activities

2017.02.HC LOCAL PAYMENT STANDARD

Plan Year Approved: 2017

Like many areas across the country, the Monadnock Region faces low rental vacancy rates and an aging housing stock. These market conditions create a premium for high quality affordable units located close to community resources, like jobs, schools and bus routes. In this environment, owners and developers of multifamily rental units are leasing units at levels significantly higher than HUD's Fair Market Rents (FMRs).

Our inability to, when necessary, establish payment standards in excess of 110% of HUD's FMRs hinders our capacity to increase housing opportunities for those we serve in two ways. First, the 110% payment standard ceiling is making it difficult for some voucher holders to find quality units in neighborhoods close to the resources they need, like jobs, medical providers, shopping and schools. Second, the payment standard ceiling prevents us from providing competitive rents in our Project Based Voucher program, thereby reducing the feasibility of future affordable housing development in the region's most desirable neighborhoods, and impacting the long-term viability of existing affordable housing developments that rely on Project Based Voucher rents keeping pace with the local market to meet their increasing operating expenses.

To remedy these disadvantages, KH will use this activity to set its own Local Payment Standards based on actual market data, rather than HUD's FMRs, using the same Rent Comparability Study methodology used for our HUD Multifamily properties. The Local Payment Standard activity increases the mandated Payment Standard cap to 175% of FMR, waives the requirement to utilize HUD's FMRs when determining the agency's Payment Standards, and allows KH to self-approve rents exceeding its Board-approved VPS, when necessary.

Benchmarks and Outcomes

CE #1: Agency Cost Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (increase).	\$0	\$0		

CE #2: Staff Time Savings

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Total Time to complete the task in staff hours (decrease).	0	0		

Keene Housing Local Metric(s)

Local #1: Additional units of Housing Made Available

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	0	24		

Local #2: Increase in Resident Mobility

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of household able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	24		

Implementation Plan

As the activity was passed as an amendment to the FY2017 MTW Annual Plan, KH has yet to take action towards implementation of the activity.

Activities on Hold

No KH activities are on hold at this time.

Closed Out Activities

2006.01.CE STANDARD DEDUCTIONS

Year Implemented: 2012 Year Closed: 2013

In 2006, KH adopted a flat deduction for all elderly and/or disabled households. Households who believed their unreimbursed medical expenses were above the 3% medical deduction threshold could request that KH calculate their medical deduction instead of applying the standard deduction.

Since the process of verifying and calculating medical deductions can often be administratively burdensome, it was believed using a flat deduction would provide administrative savings to offset any additional HAP loss that might occur. Delays in implementation resulted in KH being unable to determine the impact of this activity until 2012. Analysis showed that the loss in HAP funds due to households receiving a medical deduction they may not otherwise be eligible for far outweighed any administrative savings.

In 2013, Keene Housing discontinued application of the standard deduction for households with no unreimbursed medical expenses or expenses below the medical deduction threshold as it actually increased agency costs overall.

2011.01.CE HOUSING QUALITY STANDARDS (HQS) BIENNIAL INSPECTION SCHEDULE

Plan Year Approved: 2011 Year Implemented: 2011 Year Closed: 2017

In 2011 KH transitioned from the annual Housing Quality Standards (HQS) inspections to biennial HQS inspections, including KH-owned and managed properties. KH still conducts an initial inspection of all newly leased units. Any property with a unit that fails an initial, special, quality control, or biennial inspection is held to an annual inspection schedule until such time that all units pass an annual inspection.

Due to changes in 24 CFR982.405 which now permit all public housing authorities to utilize a biennial inspection schedule, KH closed out this activity in FY2017.

2011.01.CE HOUSING QUALITY STANDARDS (HQS) BIENNIAL INSPECTION SCHEDULE

Outcomes

MTW Report Year	Outcomes
2011	Activity Proposal
2012	694 inspections; 524 placed on biennial inspection cycle; 170 annual cycle; 3 units failing HQS QC. Landlords conducted 42 annual inspections in 2012.

MTW Report Year

2013

Outcomes

KH reworked the number of inspections conducted annually by staff to follow HUDs new standard metrics and reported under the agency cost savings and staff time savings metrics.

CE #1: Agency Cost Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$7,251	\$5,976	Yes

CE #2: Staff Time Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Time to complete the task in staff hours (decrease).	416	288	Yes

CE #3 : Decrease in Error Rate of Task Execution

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	<1%	<1%	Yes

Keene Housing Local Metric(s)

KH: Self-Certification Inspections

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Number of inspections by landlords (increase).	5	0	No

MTW Report Year

2014

Outcomes*CE #1: Agency Cost Savings*

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$9,048	\$3,258	Yes

CE #2: Staff Time Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Time to complete the task in staff hours (decrease).	416	157	Yes

CE #3 : Decrease in Error Rate of Task Execution

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	<1%	<1%	Yes

2015

CE #1: Agency Cost Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$9,048	\$3,258	Yes

CE #2: Staff Time Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Time to complete the task in staff hours (decrease).	416	157	Yes

MTW Report Year**Outcomes***CE #3 : Decrease in Error Rate of Task Execution*

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	<1%	<1%	Yes

2016

CE #1: Agency Cost Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	\$9,048	\$10,166	Yes

CE #2: Staff Time Savings

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Time to complete the task in staff hours (decrease).	416	166	Yes

CE #3 : Decrease in Error Rate of Task Execution

Unit of Measurement	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	<1%	<1%	Yes

2017

Closed out activity

Keene Housing administered the Housing Quality Standards Biennial Inspection Schedule activity for 5 years. The outcomes achieved were as we expected. KH was pleased to see our successful MTW initiative become available to all PHAs with HUD's changes to 24 CFR 982.405, which permits all housing authorities to implement biennial inspection schedules.

2013.01.CE HOUSING QUALITY STANDARDS (HQS) ALTERNATIVE INSPECTION PROTOCOL

Plan Year Approved: 2013 Year Implemented: 2013 Year Closed: 2017

In 2013 Keene Housing discontinued inspecting units held to a stricter inspection protocol than HQS – REAC/UPCS, State Finance Authority, etc. If a property is inspected under a stricter inspection protocol than HQS, and the property receives a “pass” score, KH relies on that inspection to demonstrate compliance with the property’s biennial HQS inspection requirement.

Due to changes in 24 CFR982.405 which now permit all public housing authorities to utilize a biennial inspection schedule, KH closed out this activity in FY2017.



Section V.

Sources and Uses of Funding

Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

Sources and uses submitted in FDS format through the Financial Assessment System – PHA.

Activities that Used Only MTW Single Fund Flexibility

KH does not own any public housing and therefore does not combine Section 8 and Section 9 funds. KH relies solely on section 8 funds and administrative fees to administer our programs.

Local Asset Management Plan

Is the PHA allocating costs within statute? YES

Is the PHA implementing a local asset management plan (LAMP)? NO

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix? NO

Keene Housing does not own or manage any public housing units and is not required to implement or submit a Local Asset Management Plan.

Commitment of Unspent Funds

Per HUD direction, this section left blank.

Section VI.

Administrative

Agency Review

Keene Housing was not subject to any HUD reviews, audits, or physical inspection issues which required agency action.

PHA-Directed Evaluations of MTW

Keene Housing did not engage in any PHA-directed evaluations of the demonstration in 2015.

Certification of Compliance

See following page.





2017 Moving to Work Annual Report
 Certification of Meeting Statutory Requirements
 RESOLVED, March 21, 2018 that Keene Housing Board of Commissioners approves the FY 2017 Moving to Work Annual Report. The Board certifies that Keene Housing has met the three statutory requirements of the Moving to Work program in 2017:

- At least 75% of the families assisted by KH are very low-income families. Includes THASP and Project MARCH.

HOUSEHOLDS SERVED AS OF 12/31/2017		585
Number of households with incomes below 50% Area Median Income		479
Percent of households with income below 50% Area Median Income		82%

- KH continues to assist substantially the same total number of eligible low-income households as would have been served had the amounts not been combined. Includes THASP and Project MARCH.

TOTAL FAMILIES SERVED IN Baseline Year (1999)	585
TOTAL FAMILIES SERVED IN FY 2017	616

- KH maintains a comparable mix of households served (by household size) as would have been provided had the amounts not been used under the demonstration. Excludes THASP and Project MARCH.

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Number of Households Served by Family Size this Fiscal Year	316	95	77	37	15	9	549

PHA Name: Keene Housing Number/HA Code: NH010

Adopted:  Date: 3-21-18
 Lee Robator, Chairperson

Extract of the Minutes of the Meeting of the
Keene Housing Board of Commissioners
March 21, 2018

Members Present: Lee Robator, Chairperson
Jen Marsh, Commissioner
Tom Moses, Commissioner

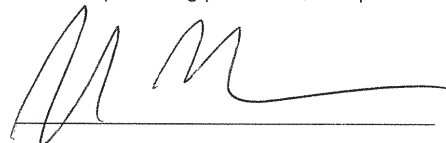
Resolution No. 603 – Approval of the Fiscal Year 2017 Moving to Work Annual Report

RESOLVED, that the Keene Housing Board of Commissioners approves the Fiscal Year 2017 Moving to Work Annual Report, pursuant to the March 15, 2018 memorandum from Planning and Policy Analyst April A. Buzby to Executive Director Joshua R. Meehan.

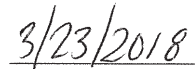
Motion to adopt: Mr. Moses

Motion seconded by: Ms. Marsh

Motion, upon being put to vote, was passed unanimously.



Joshua Meehan, Executive Director



Date

Appendix I.

Keene Housing Portfolio

Main Developments

	Units	Housing Type/ Program	Description
Keene Affordable Housing Properties (KAHP)	211	Family/MTW project-based subsidy ALL UNITS	Previously public housing. Range of units and building styles from efficiencies to 4 bedrooms – 14 accessible units

Multi-Family Section 8 (All Non-MTW)

	Units	Housing Type/ Program	Description
Central Square Terrace	90	Senior and Disabled/ Multifamily	Efficiencies and 1 bedroom units in high rise with elevator – 9 accessible units

Low Income Housing Tax Credit (LIHTC) Properties

	Unit	Housing Type/ Program	Description
Riverbend (Includes HOME Units)	24	Family/MTW project-based subsidy ALL UNITS	2 and 3 bedroom townhouse style units – 2 accessible units
Evergreen Knoll (Includes HOME units and USDA Subsidy)	32	Family/MTW project-based subsidy 3 UNITS	2 and 3 bedroom townhouse style units – 4 accessible units
Stone Arch Village Senior Housing	33	Senior/MTW project-based subsidy ALL UNITS	1 and 2 bedroom units in high rise with elevator – 3 accessible units
Stone Arch Village Family Housing	24	Family/ MTW project based subsidy ALL UNITS	2 and 3 bedroom townhouse style units – 2 accessible units

	Unit	Housing Type/ Program	Description
Brookbend East (includes Multifamily and HOME units)	40	Family/MTW project-based subsidy 11 UNITS	2 and 3 bedroom units in townhouse style units - 2 accessible units
Brookbend West (includes Multifamily and HOME units)	35	Family/MTW project-based subsidy 10 UNITS	2 and 3 bedroom units in townhouse style units - 2 accessible units

Affordable Housing Preservation Program

	Units	Housing Type/ Program	Description
Meadow Road	18	Family/AHPP	2 and 3 bedroom townhouse style units – 2 accessible units

Special Programs – CDBG & Shelter

	Units	Housing Type/ Program	Description
Ash Brook	24	Family (Non-MTW)	1 bedroom units
Emerald Street House	10	Section 202 (Non-MTW)	Group home with shared bathroom/s and common spaces. Manager unit on site.
Fairweather Lodge	6	Developmentally Disabled (Non-MTW)	5-bedroom and 1-bedroom apartment with shared bathroom and common spaces.
Cottage Street	3	Family/ MTW project-based subsidy ALL UNITS	2 and 3 bedroom units – 3 accessible units
Water Street Family Shelter	1	Shelter Housing/ MTW THASP	Homeless Shelter
139 Roxbury Street Shelter	1	Shelter Housing/ MTW THASP	Homeless Shelter
Total Units	552		

Keene Housing Voucher Programs

	Units
Moving To Work (MTW) Housing Choice Voucher (HCV) Program	587
Affordable Housing Preservation Program Project Based Vouchers	18
Mainstream-5 Voucher Program	50
Non-Elderly/Disabled (NED) Voucher Program Administered under MTW Policies	100
Total	755

Appendix II.

Resident Satisfaction Survey

This year KH expanded the scope of our 2016 Resident Satisfaction Survey to include all KH-assisted households, including voucher holders living on the private market. The purpose of the annual survey is to: Obtain feedback on resident satisfaction with the service provided by KH staff, identify the communication channels that residents most often used to find out about KH, and determine potential transportation barriers. In addition to the expanded audience, we utilized an on-line survey format and provided the option to request a paper copy. Unfortunately the new format received less responses than previous years with only 45 (5%) responses compared to 39% in 2015. We will be returning to the paper format in 2017.

Note: Percentages may not equal 100% due to rounding.

Customer Service - Housing Department

1. Over the past year, how many times have you called or visited KH property manager?

	Responses
None	18% (27)
1-3 Times	56% (84)
More than 3 Times	18% (27)
Don't Know	5% (8)

2. Over the past year, if you needed to speak with management or other KH staff, which were you more likely to do?

	Responses
Make an appointment at the Court St offices	21% (31)
Walk-in to Court St offices	20% (30)
Make an appointment at during on-site hours	19% (29)
Walk-in during on-site hours	26% (40)

3. Based on your experience with KH property management staff in the past year, how satisfied were you with:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Responsiveness to your questions and concerns?	51% (7)	28% (43)	9% (14)	4% (6)	4% (6)
Accuracy of the information provided?	52% (78)	28% (42)	9% (14)	3% (5)	3% (4)
Timeliness of returning your calls?	45% (70)	31% (47)	9% (13)	5% (8)	3% (5)
How KH property management staff treated me?	62% (93)	19% (28)	10% (15)	1% (2)	3% (5)

4. Would you like to provide additional comments about staff?

Answers varied but were consistent with responses to question 3 above.

Customer Service - Voucher Department

5. Over the past year, how many times have you called or visited KH Tenant Assistance Specialist?

	Responses
None	8% (129)
1-3 Times	6% (36)
More than 3 Times	5% (11)
Don't Know	4% (9)

6. Over the past year, if you needed to speak with KH Tenant Assistance Specialist, which were you more likely to do?

	Responses
Make an appointment at the Court St offices	4% (76)
Walk-in to Court St offices	9% (42)
Make an appointment at during on-site hours	10% (23)
Walk-in during on-site hours	8% (17)

7. Based on your experience with KH Tenant Assistance Specialist in the past year, how satisfied were you with:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Responsiveness to your questions and concerns?	54% (120)	17% (37)	5% (12)	1% (2)	2% (5)
Accuracy of the information provided?	53% (118)	18% (40)	7% (15)	0% (0)	2% (4)
Timeliness of returning your calls?	51% (112)	20% (44)	7% (16)	0% (0)	2% (5)
How KH property management staff treated me?	56% (123)	14% (32)	6% (13)	0% (0)	2% (5)

8. Would you like to provide additional comments about KH Tenant Assistance Specialist?

Answers varied but were consistent with responses to question 3 above.

Customer Service - Resident Service Coordinators

9. Over the past year, how many times have you called or visited your Resident Services Coordinator?

	Responses
None	59% (120)
1-3 Times	16% (32)
More than 3 Times	8% (17)
Don't Know	4% (9)

10. Over the past year, if you needed to speak with your Resident Services Coordinator, which were you more likely to do?

	Percentage
Made an appointment	46% (93)
Walk-in	21% (42)

11. Based on your experience with your Resident Services Coordinator in the past year, how satisfied were you with:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Responsiveness to your questions and concerns?	36% (74)	13% (27)	7% (15)	1% (2)	1% (3)
Accuracy of the information provided?	37% (75)	13% (27)	7% (15)	0% (0)	1% (3)
Timeliness of returning your calls?	6% (73)	15% (30)	6% (13)	<1% (1)	2% (4)
How KH Resident Services Coordinator me?	8% (78)	13% (27)	6% (12)	<1% (1)	1% (1)

12. Would you like to provide additional comments about your Resident Services Coordinator?

Answers varied but were consistent with responses to question 3 above.

Maintenance

13. Over the past year, how many times have you requested repairs from KH for your building or apartment?

	Responses
None	1% (17)
1-3 Times	66% (100)
More than 3 Times	15% (23)
Don't Know	% (4)

14. Over the past year, how many times have you requested repairs from KH for your building or apartment?

	Responses
Phone	82% (124)
Email	1% (2)
Website	1% (1)
Walk-in	6% (9)
Other	9% (14)

15. Based on your experience with KH maintenance staff in the past year, how satisfied were you with:

	Very Satisfied	Somewhat Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Ease of requesting repairs?	70% (105)	11% (17)	5% (8)	1% (2)	1% (1)
Maintenance response time?	66% (100)	15% (23)	5% (8)	2% (3)	1% (1)
Quality of the work?	70% (106)	13% (19)	5% (7)	1% (1)	2% (3)
How KH maintenance staff treated me?	76% (115)	12% (18)	2% (3)	0% (0)	1% (1)

16. What one improvement would you make in your home?

Answers varied.

17. What one improvement would you make in your community/building?

Answers varied.

18. Would you like to provide additional comments about maintenance and/or safety?

Answers varied but were consistent with responses to questions 6 and 7 above.

Crime & Safety

19. In the last year have you or a household member been a victim/witness of crime on a KH managed property?

Responses

Victim	5% (8)
Witness	6%(9)
Both	2% (3)
Neither	71% (107)
No Response	16% (24)

20. In the last year have you or a household member been a victim/witness of crime in your neighborhood?

	Responses
Victim	4% (6)
Witness	5% (7)
Both	1% (2)
Neither	75% (114)
No Response	15% (22)

21. How safe do you feel?

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe
In your apartment?	45% (68)	31% (47)	6% (9)	3% (4)	3% (4)
In the indoor common areas?	34% (51)	31% (47)	9% (13)	2% (3)	3% (4)
In the outdoor common areas?	27% (41)	30% (45)	15% (22)	6% (9)	3% (4)
Allowing your school aged child(ren) to play outside?	9% (13)	6% (9)	11% (17)	1% (2)	2% (3)
In the neighborhood surrounding your property?	23% (35)	26% (40)	15% (23)	6% (9)	4% (6)

22. How concerned are you about the following at your property?

	Very Concerned	Concerned	Neutral	Not Concerned	N/A
Drug Use/Sales	17% (25)	18% (27)	13% (19)	30% (46)	9% (14)
Litter/Graffiti	11% (16)	15% (23)	16% (24)	32% (48)	9% (14)
Domestic Violence	9% (13)	15% (22)	19% (29)	30% (46)	13% (20)
Theft	13% (20)	17% (26)	20% (30)	26% (40)	9% (14)
Violent Crime	9% (14)	11% (17)	15% (23)	38% (57)	11% (16)
Unattended Youth	12% (18)	17% (25)	13% (19)	27% (41)	16% (24)
Unauthorized Guests	19% (29)	19% (28)	15% (23)	23% (35)	10% (15)

23. Please mark the most appropriate box for each statement which corresponds most closely to your perception.

	Very Concerned	Concerned	Neutral	Not Concerned	N/A
Crime is a serious problem on my property	23% (34)	26% (40)	22% (33)	8% (12)	4% (6)
Police activity on my property has increased in the last year	20% (30)	15% (23)	29% (44)	13% (20)	7% (10)

Other

24. How are you informed of events/programs/changes about Keene Housing? (Select more than one)

	Responses
Bulletin board	57% (86)
Email from KH	3% (5)
Mailings/Door Hanging	37% (56)
Website	67% (101)
Friend Neighbor	22% (33)
Facebook	67% (101)
KH Staff	15% (23)
Other	1% (2)

25. How many people in your household?

	Responses
1	72% (108)
2	14% (21)
3	4% (6)
4	3% (4)
5+	2% (3)

26. Is the Head of Household disabled or elderly?

	Responses
Yes	76% (115)
No	20% (30)