



2019



Keene
Housing

MOVING TO WORK
ANNUAL REPORT

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Section I.

Introduction

Created by Congress in 1996, and expanded several times through 2016, the Moving to Work Deregulation Demonstration (MTW) relieves high performing Public Housing Authorities (PHAs) from many of the administrative requirements manifested in the Code of Federal Regulations affecting the Housing Choice Voucher and Public Housing programs. In exchange for broad regulatory relief, MTW PHAs are obligated to demonstrate the ways in which these administrative freedoms can be leveraged to improve the lives of low-income households living in the communities that MTW PHAs serve. Specifically, Congress requires that, in exchange for MTW's flexibility, MTW PHAs meet the following Congressional objectives:

- 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.

Overview of Short-Term and Long-Term MTW Goals and Objectives

This overview is being written in the first months of Keene Housing's 20th year in the MTW "demonstration". Keene Housing (KH) was created by our City Council in 1965. In other words, KH has been an MTW agency for more than a third of its "life". Very little of what we do and what we plan for is untouched by MTW. In fact, the majority of our most ambitious plans, from our energy goals to our redevelopment goals to our plans for expanding our real estate portfolio, improving our resident services and becoming accredited would be much more difficult to imagine without the regulatory and financial flexibility being an MTW agency provides. KH's story truly is an MTW story.

Therefore, it is nearly impossible, and in our view not a particularly productive exercise, to try and distinguish between KH's MTW and non-MTW goals when describing our future plans. Any attempt to disentangle those goals easily characterized as MTW from those that are not, ignores the fact that even activities without an explicit MTW quality are affected by our having been an MTW



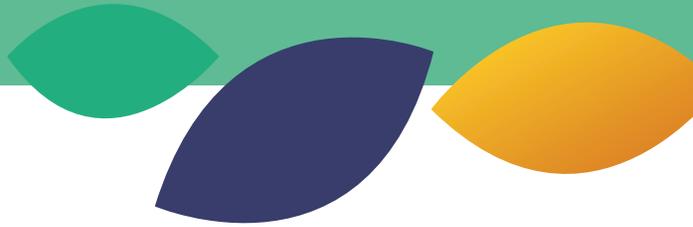
Introduction

agency for the last twenty years. MTW is in our DNA. It impacts our approach to our work; our instinct to reject the status quo, to not do things “the way they’ve always been done”, to constantly seek new sources of funding and to pursue funding, partnerships and programs that come with the least possible regulatory oversight and the most flexibility.

In 2019 we developed a new Strategic Plan, which was approved by our Board of Commissioners at their January 2020 meeting. The plan articulates our objectives and goals for the next five years. The Strategic Plan is included as an appendix to this MTW Report and readers interested in learning all that we hope to accomplish by 2025, including how MTW will continue influencing and accelerating our ambitious goals, are encouraged to read it.

As we move into our twentieth year in MTW, we are grateful for all MTW has enabled us to accomplish and we look forward to all we have yet to do.





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).

General Operating Information

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

Table 1. New PBVs issued in FY2019.

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 FY2019.

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
336	336
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
336	331

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

There were no other changes to our housing stock in FY2019.

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.



General Operating Information

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 is a snapshot and unit information on the number of households served through Public Housing and MTW Housing Choice Vouchers. The second section provides information about the families served through KH’s Transitional Housing Assistance Subsidy Program (THASP), a local, non-traditional MTW funded program. The third 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 FY2019.



Actual Number Households Served

Table 1. Number of Households Served at the End of the Fiscal Year (Number of Households Served).

Housing Program	Number of Households Served*	
	Planned	Actual
MTW Public Housing Units	0	0
MTW Housing Choice Vouchers	587	595
Total Projected and Actual Households Served	587	595

* 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 2. Number of Households Served at the End of the Fiscal Year (Units Months Leased)

Housing Program	Unit Months Occupied/Leased****	
	Planned	Actual
MTW Public Housing Units	0	0
MTW Housing Choices Vouchers	7,044	7,138
Total Projected and Annual Unit Months Occupied/Leased	7,044	7,138

*** 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.



General Operating Information

Households Served through Local Non-Traditional MTW Funded Programs

Table 3. 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 **	48	44
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional Homeownership	5	4.5
Total Projected and Actual Households Served	53	48.5

* 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 4. 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 ***	576	528
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	0	0
Number of Units that were Occupied/Leased through Local Non-Traditional Homeownership	60	54
Total Projected and Annual Unit Months Occupied/Leased	636	582

*** 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.



General Operating Information

Explanation for Differences Between Planned and Actual Households Served

In 2019 Monadnock Center for Violence Prevention utilized an average of nine (9) sponsor-based subsidies out of a possible twelve (12).

Homeowners decreased from five (5) to four (4) in July 2019.

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



General Operating Information

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	2012	2013	2014	2015	2016	2017	2018	2019
Total Number of Local, Non-Traditional MTW Households Assisted	181	350	646	731	747	799	732	582
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	181	350	646	731	747	799	732	582
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	100%	100%	100%	100%	100%	100%	100%	100%



General Operating Information

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



General Operating Information

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***	305	104	69	48	16	10	552
Percentages of Households Served by Household Size this Fiscal Year****†	55%	19%	12%	9%	3%	2%	100%
Percentage Change	1%	-1%	-2%	1%	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.



General Operating Information

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. 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.



General Operating Information

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	5	Economic self-sufficiency: Household HAP is reduced to \$0 due to an increase in gross income
Resident Self-Reliance/ 1999.05. SS	14	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	19	



General Operating Information

Wait List Information

Table 12. Projected Number of Wait List Applicants for FY2018 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	2068	Open	N/A
Federal MTW HCV Units	Program Specific (NED)	270	Open	N/A
Federal Non-MTW HCV Units	Program Specific (Mainstream)	230	Open	N/A
Federal MTW HCV Units (Project Based)	Site-based (Unduplicated)	1097	Open	N/A
Federal MTW HCV Units (Tenant Based)	Program Specific (PBV Mobility)	144	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.

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



Approved MTW Activities

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



Approved MTW Activities

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	Closed Out
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.



Approved MTW Activities

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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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 2019. Participation decreased from five (5) households to four (4) households in July 2019..



Approved MTW Activities

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. In 2019, 4 households became homeowners through programs other than KH’s. There were no significant changes to this activity.

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.

No Housing Quality Standards inspections were conducted by landlords in 2019. Agency Cost Savings outcome is attributed to the biennial inspection schedule. Keene Housing may choose to propose to close out this activity in its FY 2021 MTW Plan.



Approved MTW Activities

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	\$8,508	No

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	316	No

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

Challenges to Achieving Benchmarks

For the past few years no landlords opted to self-certify HQS. Keene Housing plans to propose closing out this activity in its' FY2020 MTW Plan. There were no significant changes to this activity.



Approved MTW Activities

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, 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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.



Approved MTW Activities

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.

Pursuant to our Amended FY18 MTW Plan, Keene Housing amended this activity necessitating a revision to the metrics to better match the measured outcomes. HUD Metric CE#6: Reducing Per Unit Subsidy Costs for Participating Households replaces CE#1 Agency Cost Savings. The new baseline and benchmark are based on 2018 data.

Benchmarks and Outcomes

CE #6: Reducing Per Unit Subsidy Costs for Participating Households

Unit of Measurement	Baseline 2018	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy, (or local, non-traditional subsidy) per household affected by this policy in dollars (decreased).	\$638	\$630	\$0	Yes



Approved MTW Activities

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%	2%	Yes

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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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



Approved MTW Activities

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%	2%	Yes

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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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 32). 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).



Approved MTW Activities

Table 4. 2019 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	\$868	VPS-20% Gross Income = Subsidy	\$560	\$390
2	\$1118	VPS-20% Gross Income = Subsidy	\$730	\$500
3	\$1455	VPS-20% Gross Income = Subsidy	\$950	\$650
4	\$1623	VPS-20% Gross Income = Subsidy	\$1050	\$730

In 2019, 182 households participated in Stepped Subsidy with 19 (10%) moving out of housing assistance and into self-sufficiency.

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 33) with their Resident Services Coordinator (RSC).

In 2019, KH received 41 Safety Net applications. Of those, 73% (30) were approved and 27% (11) were denied.



Approved MTW Activities

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	\$1,394	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	62	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%	4%	Yes

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.



Approved MTW Activities

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	5	Yes

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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.



Approved MTW Activities

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 ninety (90) 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.



Approved MTW Activities

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	\$30,166	Yes

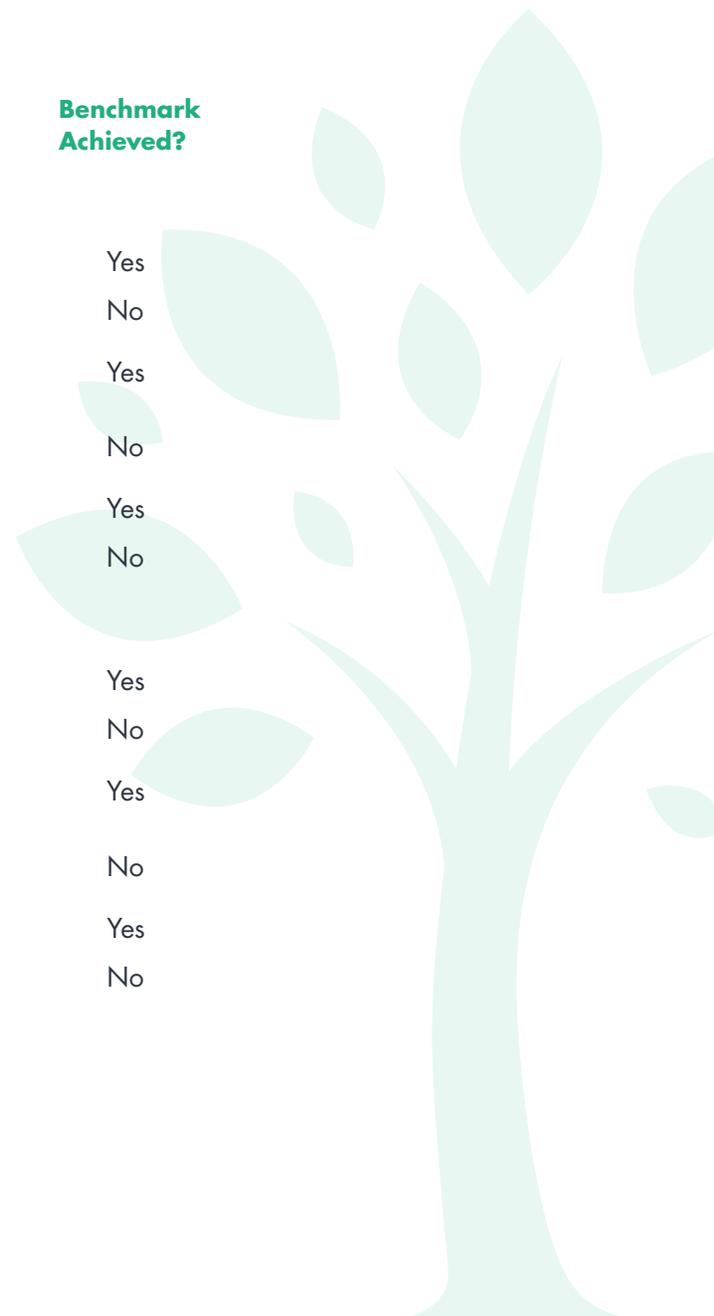


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SS #3: Increase in Positive Outcomes in Employment Status

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
The number of head of households:				
(1) Employed Full-Time	26	34	79	Yes
(2) Employed Part-Time	83	83	25	No
(3) Enrolled in an Educational Program	6	6	21	Yes
(4) Enrolled in Job Training Program	4	4	1	No
(5) Unemployed	18	10	8	Yes
(6) Other	0	0	7	No
The percentage of work-able households:*				
(1) Employed Full-Time	23%	27%	66%	Yes
(2) Employed Part-Time	65%	65%	21%	No
(3) Enrolled in an Educational Program	5%	5%	18%	Yes
(4) Enrolled in Job Training Program	3%	3%	1%	No
(5) Unemployed	14%	8%	7%	Yes
(6) Other	0%	0%	6%	No

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



Approved MTW Activities

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	12	No

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	182	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	19	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%	87%	No



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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	62	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	12	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	160	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	\$26,402	Yes

Challenges to Achieving Benchmarks

In 2019 more families participating in the RSR program were employed full-time versus part-time. Fewer participants participated in a job training program, however the number of participants enrolled in an educational program increased. Less than 1% of families received Temporary Assistance for Needy Families (TANF) in 2019 and less than 1% of households were terminated due to non-compliance with RSR Program requirements. There were no significant changes to this activity.



Approved MTW Activities

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.

In FY2019, KH provided sponsor-based subsidies for 3 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
Monadnock Center for Violence Prevention	Monadnock Center for Violence Prevention	Shelter for victims of domestic violence



Approved MTW Activities

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	166	166	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	48	No
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	\$185,181	No

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	0	No

Challenges to Achieving Benchmarks

Second Chance to Success, a Transitional Housing Assistance Shelter Program partner, closed its doors in quarter 2 of 2019 resulting in a reduction in the number of individuals served through the program. Leveraged funds decreased due to a reduction in funding to participating agencies. There were no significant changes to this activity.



Approved MTW Activities

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.



Approved MTW Activities

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	\$11,712	No

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	488	No

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	\$109,523	No

Challenges to Achieving Benchmarks

Slight variances in agency cost savings and staff time savings is attributed to fluctuations in the number of households served. The majority of COLA recertifications processed are for single person households on fixed incomes renting studio and 1-bedroom apartments. There were no significant changes to this activity.



Approved MTW Activities

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 and are required to attend quarterly meetings with their RSC; third party 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.

Keene Housing made no significant changes to this activity and no changes were made to the metrics and data collection.

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	\$3,835	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	158	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	\$62,057	Yes



Approved MTW Activities

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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 75% 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	356	No

Challenges to Achieving Benchmarks

KH has added 144 units since HUD's approval of this activity. There were no significant changes to this activity.

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.



Approved MTW Activities

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	\$64	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	2	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.



Approved MTW Activities

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 2019. There were no significant changes to this activity.

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.



Approved MTW Activities

Hardship Requests and Outcomes

KH received no Safety Net applications in 2019 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	\$3,576	No

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	112	No

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	\$112,157	No

Challenges to Achieving Benchmarks

Increases in staff compensation resulted in an increase in agency cost savings. The number of households served varies slightly, which results in minor increases in staff time savings. As with the COLA recertifications, the majority of households served are single person households on fixed incomes renting studio and 1-bedroom apartments. There were no significant changes to this activity.

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



Approved MTW Activities

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 2019 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	Yes

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	\$121,392	No

Challenges to Achieving Benchmarks

Keene Housing does not collect asset information unless the assets are over the threshold. In 2019 13 households had assets above the \$50,000 threshold. There were no significant changes to this activity.



Approved MTW Activities

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	269	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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.



Approved MTW Activities

2014.03.HC AFFORDABLE HOUSING PRESERVATION & MODERNIZATION PROGRAM

Plan Year Approved: 2014 Year Implemented: 2014

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. In 2019, KH invested \$1,602,347 in capital renovations.

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	222	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 2019 (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	1110	Yes



Approved MTW Activities

Challenges to Achieving Benchmarks

Using a combination of MTW and other funds, KH completed \$1,602,347 million in capital improvements in 2019, primarily at North and Gilsum and Harper Acres. This important preservation work is more accurately described as incremental progress towards our long-term preservation goals. There were no significant changes to this activity.

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 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.



Approved MTW Activities

Hardship Requests and Outcomes

KH received no Safety Net applications in 2019 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	\$486	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	27	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



Approved MTW Activities

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	\$0	N/A

SS #2: Increase in Household Savings

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	\$15,777	\$15,935	\$0	No



Approved MTW Activities

SS #3: Increase in Positive Outcomes in Employment Status

NOTE: Keene Housing uses participant provided third-party verification to determine employment status.

Unit of Measurement	Baseline* 2015	Benchmark	Outcome	Benchmark Achieved?
Number of Head of Households that are:				
(1) Employed Full-time	5	7	0	N/A
(2) Employed Part-time	3	2	0	N/A
(3) Enrolled in an Educational Program	0	1	0	N/A
(4) Enrolled in a Job Training Program	1	1	0	N/A
(5) Unemployed	2	0	0	N/A
(6) Other	0	0	0	N/A
Percentage of total Work-able Households that are:				
(1) Employed Full-time	45%	64%	0%	N/A
(2) Employed Part-time	27%	18%	0%	N/A
(3) Enrolled in an Educational Program	0%	9%	0%	N/A
(4) Enrolled in a Job Training Program	10%	9%	0%	N/A
(5) Unemployed	18%	0%	0%	N/A
(6) Other	0%	0%	0%	N/A



Approved MTW Activities

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.

This activity, which took effect in the summer of 2015, saw the first round of triennial recertifications processed in 2018 for the thirteen (13) original tenants living at the property at the activity's inception. The next round of recertifications for these households, assuming no turnovers, will be processed in 2021. There were no turnovers at the property in 2019. Therefore, no income data was collected in 2019, so the report shows outcomes of zero for all self-sufficiency related metrics in the Report. KH determines continued eligibility of all households annually using the Department of Housing and Urban Development's Enterprise Income Verification System, but only requires residents to verify all of their earned income during face-to-face meeting with the Property manager once every three years. There were no significant changes to this activity.



Approved MTW Activities

2015.02.CE AFFORDABLE HOUSING PRESERVATION PROGRAM – ALTERNATIVE INSPECTION SCHEDULE

Plan Year Approved: 2015 Year Implemented: 2015

Properties participating in AHPP 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.



Approved MTW Activities

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	\$334	No

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	17	No

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

Challenges to Achieving Benchmarks

Increase in staff compensation resulted in an increase in agency cost savings. The HQS inspector conducted HQS inspections of all AHPP units in 2019. There were no significant changes to this activity.

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.



Approved MTW Activities

Hardship Requests and Outcomes

KH received no Safety Net applications in 2019 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	\$254,303	Yes

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.



Approved MTW Activities

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.

With HUDs approval of KHs FY2019 MTW Plan, HUD acknowledged that Keene Housing's Moving to Work Agreement C D. 1.f. and D.7.A, gives KH the authority to inspect all KH and KH affiliate owned PBV units. Keene Housing will propose to close-out this activity in its FY2021 MTW Plan.



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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	\$6,996	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	318	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

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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 making residency in a PBV a “requirement” to access a tenant-based voucher.



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Keene Housing values housing choice, however we also recognize the need to assist otherwise eligible, unassisted households, who have often waited years for assistance. 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.



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CE#1: Agency Cost Savings †

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

CE#2: Staff Time Savings †

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	36	Yes

Challenges to Achieving Benchmarks

All benchmarks were achieved. No changes were made to the metrics and data collection. There were no significant changes to this activity.

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



Approved MTW Activities

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	\$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).	0	0	0	Yes



Approved MTW Activities

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	37	Yes

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	0	No

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.

Not Yet Implemented Activities

Keene Housing has implemented all activities 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



Approved MTW Activities

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.

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.



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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



Approved MTW Activities

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



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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

Approved MTW Activities

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.

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:



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- 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 demands 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.



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

Outcomes

MTW Report Year

2016

Outcomes

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$8,460	\$846	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).	0	20	2	No
Households served: Homeless				

HC #3: Decrease in Wait List Time

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



Approved MTW Activities

MTW Report Year

2016

Outcomes

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	2	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	2	No

SS #1: Increase in Household Income

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase)	\$0	\$0	\$0	Yes

SS #2: Increase in Household Savings

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



Approved MTW Activities

MTW Report Year

2016

Outcomes

SS #3: Increase in Positive Outcomes in Employment Status

The number of households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0	0	0	Yes
Enrolled in Educational Program	0	0	0	Yes
Enrolled in Job Training Program	0	0	0	Yes
Unemployed	0	0	0	Yes
Other	0	0	0	Yes

The percentage of work-able households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0%	0%	0%	Yes
Employed Part-Time	0%	0%	0%	Yes
Enrolled in Educational Program	0%	0%	0%	Yes
Enrolled in Job Training Program	0%	0%	0%	Yes
Unemployed	0%	0%	0%	Yes
Other	0%	0%	0%	Yes

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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of household receiving services aimed to increase self-sufficiency (increase)	0	20	2	No



Approved MTW Activities

MTW Report Year

2016

Outcomes

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

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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of Households Transitioned Into Self-Sufficiency	0	0	0	0

2017

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$8,460	\$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).	0	20	6	No
Households served: Homeless				



Approved MTW Activities

MTW Report Year

2017

Outcomes

HC #3: Decrease in Wait List Time

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 #5: Increase in Resident Mobility

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	2	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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase)	\$0	\$0	\$0	Yes



Approved MTW Activities

MTW Report Year

2017

Outcomes

SS #2: Increase in Household Savings

The number of households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0	0	0	Yes
Employed Part-Time	0	0	0	Yes
Enrolled in Educational Program	0	0	0	Yes
Enrolled in Job Training Program	0	0	0	Yes
Unemployed	0	0	0	Yes
Other	0	0	0	Yes

The percentage of work-able households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0%	0%	0%	Yes
Employed Part-Time	0%	0%	0%	Yes
Enrolled in Educational Program	0%	0%	0%	Yes
Enrolled in Job Training Program	0%	0%	0%	Yes
Unemployed	0%	0%	0%	Yes
Other	0%	0%	0%	Yes

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



MTW Report Year

2017

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

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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of Households Transitioned Into Self-Sufficiency	0	0	0	0

2018

CE #4: Increase in Resources Leveraged

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase)	\$0	\$8,460	\$0	No



MTW Report Year

2018

Outcomes*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).	0	20	6	No

Households served: Homeless

HC #3: Decrease in Wait List Time

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



MTW Report Year Outcomes

2018

SS #1: Increase in Household Income

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase)	\$0	\$0	\$0	Yes

SS #2: Increase in Household Savings

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

The number of households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0	0	0	Yes
Employed Part-Time	0	0	0	Yes
Enrolled in Educational Program	0	0	0	Yes
Enrolled in Job Training Program	0	0	0	Yes
Unemployed	0	0	0	Yes
Other	0	0	0	Yes



MTW Report Year Outcomes

2018

The percentage of work-able households:

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Employed Full-Time	0%	0%	0%	Yes
Employed Part-Time	0%	0%	0%	Yes
Enrolled in Educational Program	0%	0%	0%	Yes
Enrolled in Job Training Program	0%	0%	0%	Yes
Unemployed	0%	0%	0%	Yes
Other	0%	0%	0%	Yes

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

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

Unit of Measurement	Baseline 2015	Benchmark	Outcome	Benchmark Achieved?
Number of Households Transitioned Into Self-Sufficiency	0	0	0	0





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.



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 2019.

Certification of Compliance

See following page.





2019 Moving to Work Annual Report
Certification of Meeting Statutory Requirements
 RESOLVED, March 19, 2020 that Keene Housing Board of Commissioners approves the FY 2019 Moving to Work Annual Report. The Board certifies that Keene Housing has met the three statutory requirements of the Moving to Work program in 2019:

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

HOUSEHOLDS SERVED AS OF 12/31/2019		636
Number of households with incomes below 50% Area Median Income		582
Percent of households with income below 50% Area Median Income		92%

- 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.

TOTAL FAMILIES SERVED IN Baseline Year (1999) 585
 TOTAL FAMILIES SERVED IN FY 2019 582

- 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.

Number of Households Served by Family Size this Fiscal Year	Person					Totals	
	1	2	3	4	5		6+
	305	104	69	48	16	10	552

PHA Name: Keene Housing Number/HA Code: NH010

Adopted:  Date: 3/20/20
 J.B. Mack, Chairperson

Extract of the Minutes of the Meeting of the
Keene Housing Board of Commissioners

March 19, 2020

Members Present:

J.B. Mack, Chairperson
Tom Moses, Vice Chairperson
Chris Coates, Commissioner
Susan Shaw, Commissioner

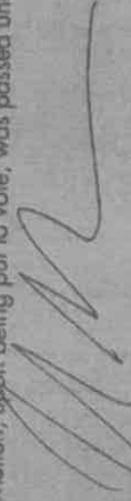
Resolution No. 660 - Approval of the Fiscal Year 2019 Moving to Work Annual Report

RESOLVED, that the Keene Housing Board of Commissioners approves adoption of the FY 2019 Moving to Work Annual Report; authorizes any technical corrections and changes to the document; and authorizes the submission of the final Report to HUD pursuant to the **March 9, 2020** memorandum from Denise Pruit, Director of Housing and Services to Joshua R. Meehan, Executive Director.

Motion to adopt: Mr. Moses

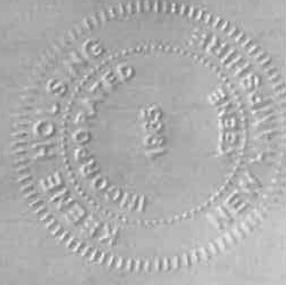
Motion seconded by: Ms. Shaw

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



Joshua Meehan, Executive Director

3/24/2020
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



Appendices

	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		



Appendices

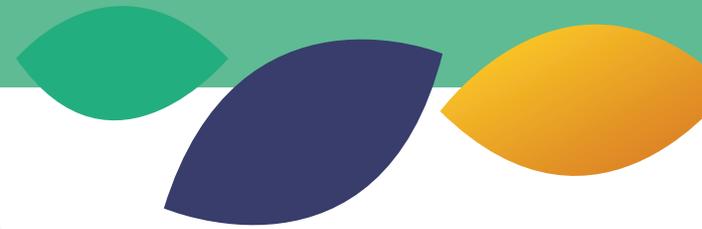
Keene Housing Voucher Programs

	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
2018 Mainstream Voucher Program	19
Total	774



Appendix II.

Keene Housing Strategic Plan



2020-2025



STRATEGIC PLAN

“Progress is not in enhancing what is, but in advancing toward what will be.”

Khalil Gibran

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INTRODUCTION

This Strategic Plan provides Keene Housing's Board of Commissioners, our staff, the people we serve, and our partners – local, regional and national – with a road map that identifies the strategic goals Keene Housing will strive to achieve by 2025. This plan was developed with active engagement and feedback from our Board of Commissioners, staff, residents, voucher holders, landlords, and community partners from as nearby as City Hall and as far away as Washington, DC.

This strategic plan finds us at a very different place organizationally than we were at when the last strategic plan was developed, in 2015. In 2015 much of Keene Housing's senior staff and several Board Commissioners were relatively new to the organization, having only worked together for a few years. We were in the early stages of developing a strategy for addressing the portfolio's long-term capital needs, and we were just beginning to understand the portfolio's energy costs and opportunities for savings. Similarly, in 2015 we started to think differently about how we could better help the young people we house become successful adults, and about what more we could do to help the elderly and disabled neighbors we serve live healthier, happier, more independent lives.

By early 2019, when work on this Strategic Plan began, we were encouraged that we'd achieved many of the goals we'd set for ourselves in 2015. We'd spent the last five years aggressively addressing the portfolio's most pressing capital needs, including a massive rehabilitation project at Central Square Terrace, our 90-unit historic building in the heart of downtown Keene. Our understanding of the portfolio's energy performance and strategies for improvements had also come into focus. By 2019 we'd made significant strides towards decreasing our energy needs and had already made great progress towards reaching our goal of relying 100% on renewable energy by 2035.

Since providing it with seed funding in December 2014, the Keene Housing Kids Collaborative (KHKC) has grown from a small start-up nonprofit serving a few children, to one of the city's most recognized service organizations, serving hundreds of Keene Housing kids each year. We are also pleased that goals related to our elderly and disabled residents' quality of life were largely achieved, in great part due to the addition of a dedicated Elderly/Disabled Resident Service Coordinator in 2016. Thanks to her hard work, our elderly and disabled residents had many more opportunities to participate in activities that helped maintain their mental and physical health, social connections and sense of belonging. Similarly, our Community Garden program took off with over 35 dedicated Community Gardeners maintaining over 60 raised beds across our real estate portfolio.

Even with all of these accomplishments, there is still much work to be done, and this Strategic Plan is the guide we will use to identify and track our progress over the coming five years.

A ROADMAP TO 2025

As was the case with our previous five-year strategic plan, this plan is organized by goal, with each goal broken down into a series of related objectives and projects that will help ensure that we stay grounded and focused on our way to 2025. We will also continue the practice of reviewing and when needed, revising, the Strategic Plan each year.

These annual reviews give the Board of Commissioners and staff opportunities to check on our progress towards the goals, objectives and projects articulated in this plan. These check-ins also give us opportunities to make revisions when circumstances “on the ground” change. If it is to be a useful tool, the strategic plan must be a living document; we must be able to adjust and revise it in response to emerging opportunities and threats.

As we look ahead to 2025, we are excited by what is to come. We look forward to completing the portfolio’s remaining rehabilitation projects and turning our attention to creating new affordable housing for our neighbors who need it. We look forward to continuing to be leaders in the areas of energy efficiency and solar energy production. We are excited to find new ways to support the health and well-being of our frailest residents and helping our working families achieve greater economic independence. And, as always, we are grateful that, thanks to our designation as a U.S. Department of Housing and Urban Development Moving to Work (MTW) Agency, we have the flexibility to respond to emerging opportunities and threats in ways that most other Public Housing Authorities cannot. Much of what we have accomplished, and what we hope to achieve in the years ahead is largely possible because of our MTW designation.

Finally, we look forward to working with all of our partners; as we try to meet our shared challenges over the next five years. This Strategic Plan is being printed at a time when business leaders, politicians and policy makers of all political and philosophical stripes are beginning to recognize the effect the affordable housing shortage is having on our communities’ social, physical and economic health. While we wish it didn’t take as long as it has for the housing crisis to be recognized for what it is, we are grateful that from Keene to Concord to Washington, decision makers are starting to work on solutions. We look forward to doing our part to help.



MISSION STATEMENT

“Keene Housing provides and advocates for affordable housing and supportive services that strengthen and empower low and moderate-income households in the Monadnock region.”



GOAL 1:

Preserve, Improve and Expand Affordable Housing Stock

KH's existing real estate portfolio is a critical component of the region's affordable housing stock. Maintaining and improving the portfolio for future generations is amongst KH's primary responsibilities. This goal captures a broad range of initiatives that help ensure the portfolio's long-term viability including capital improvements, landscaping and other activities to improve "curb appeal", preventive maintenance and, when appropriate, recapitalization.

We also recognize that our current portfolio will never be large enough to meet the growing demand for high quality affordable housing in the Monadnock region. Therefore, this goal also encompasses efforts to address broader regional affordable housing needs through a combination of preservation and development activities.

OBJECTIVES:

- Address the portfolio's capital needs
- Restructure/recapitalize portfolio financing where needed to ensure viability and long-term affordability
- Identify and secure new funding to support capital needs including continuing use of MTW funds
- Maintain exceptional "curb appeal"
- Leverage Project Based Vouchers and the Transitional Housing Assistance Subsidy Program as regional affordable housing preservation and expansion tools
- Pursue development opportunities that respond to identified, quantifiable regional housing needs

PRIORITY PROJECTS:

- Update annually and implement portfolio-wide preventive maintenance plan, with a focus on activities that reduce energy consumption
- Update annually and implement portfolio-wide landscape/grounds improvement and maintenance plan
- Implement annual and five-year Capital Plans with a focus on priority needs such as life safety improvements, energy efficiency and accessibility projects (including those that support "aging in place"), in a manner that keeps residents informed, and minimizes disruption to their lives
- Update Capital Needs Assessments on a five-year cycle
- Develop and implement plan for the rehabilitation of Bennett Block
- Develop and implement recapitalization strategy, and related capital improvements, for projects nearing the end of the Low-Income Housing Tax Credit initial compliance period including Stone Arch Village and Evergreen Knoll
- Develop a plan for the rehabilitation of 105 Castle Street, preserving its role as a community space for Harper Acres residents
- Identify and undertake at least one additional development project by 2025



GOAL 2:

Promote Energy Conservation and Sustainability

With the exception of personnel expenses, energy is Keene Housing's largest operating cost. Recognizing the overriding importance of reducing energy consumption and costs, KH is an active participant in the Better Buildings Challenge established by the US Departments of Energy and Housing and Urban Development. Focusing on reducing utility consumption and incorporating energy efficient, sustainable materials into capital projects is the focus of the Better Buildings Challenge and this Strategic Plan goal.

OBJECTIVES:

- Transition to 100% renewable energy sources by 2035
- Achieve Better Buildings Challenge goals by 2025
- Continue executing energy conservation and investment strategies to lower costs and reduce carbon footprint
- Integrate conservation and sustainability into modernization and development planning
- Continue accessing available energy efficiency rebate and incentive programs
- Stay informed about and take advantage of emerging public policies that incentivize energy efficiency and generation projects
- Promote KH's energy efficiency achievements to partners, stakeholders and the general public

PRIORITY PROJECTS:

- Implement Energy Strategic Plan in coordination with execution of Capital Plan
- Maintain and update Energy Strategic Plan
- Replace all Electric Thermal Storage (ETS) units with air source heat pumps or similar high efficiency HVAC system
- Develop and implement a water conservation plan for community gardens
- Continue monitoring utility consumption to inform choices and quantify savings from energy-related retrofits, improvements, and solar projects
- Inform and educate residents about energy conservation benefits at lease up and periodically during tenancy



GOAL 3:

Prudently Manage and Oversee Agency Finances

Scarce federal and state support for affordable housing severely constrains Keene Housing's ability to fully address capital, supportive service and other needs. Keene Housing must work diligently to maximize the resource leveraging impact of its available funds and seek new income sources, while simultaneously reducing operating costs by pursuing creative management and energy conservation strategies. KH's objectives in this area include diversifying funding sources, increasing non-federal financial reserves and containing operating costs.

OBJECTIVES:

- Strengthen and expand financial analysis and reporting capabilities
- Contain and, whenever possible, reduce operating costs
- Expand and diversify funding sources to reduce reliance on HUD and USDA
- Increase non-federal operating reserves
- Maximize rent and management fee potential
- Minimize vacancy loss across the portfolio
- Maximize occupancy and rent potential for commercial spaces

PRIORITY PROJECTS:

- Annually update and implement the agency-wide Financial Management Plan
- Explore opportunities for residents to contribute to curb appeal
- Conduct annual review of rent and management fees
- Continually monitor vacancy loss
- Regularly renew and update cost allocation methodology
- Conduct annual review of benefits and health insurance costs, pursuing cost effective but equitable opportunities where feasible
- Conduct annual review of property and casualty insurance costs, pursuing cost effective opportunities whenever feasible
- Identify and secure additional revenue through grants, increased management fees, and other initiatives
- Where permissible, repurpose and identify new revenue opportunities for underutilized community rooms in consultation with residents



GOAL 4:

Achieve Excellence in Management

Providing high quality property management and maintenance services to all residents is a core value that is deeply ingrained into Keene Housing's organizational culture. This strategic goal focuses on achieving industry-leading performance outcomes in key performance indicators including occupancy, vacancy, unit turnaround time, rent collection and work order completion. In achieving its occupancy goals, KH is committed to fair and consistent lease enforcement, and to working closely with residents to minimize the need for evictions.

OBJECTIVES:

- Maximize utilization of available voucher and housing resources
- Meet or exceed performance goals related to voucher utilization, property management and maintenance indicators
- Document, maintain, and implement best practices that meet or exceed applicable regulatory requirements
- Maximize operational efficiencies created by 2019 reorganization of voucher and property management functions

PRIORITY PROJECTS:

- Achieve annual voucher program utilization goals
- Achieve annual property management and maintenance goals
- Annually update and implement Tenant Selection and Occupancy Plan and MTW Administrative Plan
- Convert to a single enterprise software platform for voucher, property management and finance operations
- Identify areas of risk, develop and implement quality control protocols where needed
- Streamline and wherever possible consolidate housing and voucher administrative processes and systems to maximize efficiencies and improve operational outcomes
- Receive accreditation from the Affordable Housing Accreditation Board



GOAL 5:

Promote Wellness and Independence Among Seniors and Residents with Disabilities

Almost half of the households Keene Housing serves includes at least one member who is elderly or disabled. State and regional demographic data suggest that this trend will continue well into the future. This strategic goal recognizes this trend, and commits Keene Housing to facilitating aging in place, and to pursuing initiatives that enhance elderly and disabled residents' quality of life. Keene Housing will accomplish this goal by partnering with agencies that have the resources and expertise to help, and by integrating residents' physical needs into our capital planning process.

OBJECTIVES:

- Leverage resources to secure new funding and services
- Integrate accessibility features and resident comfort into new and retrofit project designs

PRIORITY PROJECTS:

- Explore opportunities for additional resident services through recurring federal and state sources including but not limited to Medicaid reimbursement
- Implement strategies to ensure successful housing search and long-term tenancies for disabled residents and voucher holders, including educating residents on reasonable accommodations
- Expand partnerships providing on-site quality of life programs and services



GOAL 6:

Support Resident Economic Development

As evidenced by our resident-centric approach to property management and robust resident services programming, helping residents and voucher holders seek well-paying jobs, improve their educations and increase their assets are important KH goals. This strategic goal takes full advantage of Keene Housing's MTW flexibility to develop rent reform and resident service initiatives specifically designed to help working families achieve greater economic independence.

OBJECTIVES:

- Use MTW flexibility to explore resident service and rent models that provide incentives for employment and asset building
- Leverage internal and external resources to help residents and voucher holders build social connections and sense of community
- Focus on measurable outcomes and program evaluation

PRIORITY PROJECTS:

- Develop, implement and evaluate rent reform and services demonstration project, with support from third party private or academic researchers
- Look for additional Transitional Housing Assistance Subsidy Program (THASP) partners
- Increase the use of the Family Activity Centers by local service providers and residents



GOAL 7:

Support Youth Development Through Collaboration with the Keene Housing Kids Collaborative

Keene Housing has been the driving force and primary financial supporter of the Keene Housing Kids Collaborative (KHKC), a non-profit organization established in 2014 to support the healthy development and educational success of KH youth. Working in collaboration with KH, the Keene School District and more than 30 partner agencies, KHKC is implementing an ambitious array of after school and summer programs that promote healthy youth development and support parents and children living in Keene Housing owned or assisted homes. During the Strategic Plan term, KH will support and collaborate with KHKC to increase its fund-raising capacity, and to help KHKC become a self-sustaining non-profit organization.

OBJECTIVES:

- Continue supporting and collaborating with KHKC to expand and strengthen programs that focus on youth development from preschool through high school
- Help KHKC become a self-sustaining organization

PRIORITY PROJECTS:

- Improve communications between KHKC and KH BOC
- Continue reducing MTW contribution towards KHKC operating costs
- Introduce KHKC leadership to additional potential affordable housing partners



GOAL 8:

Build Board and Staff Capacity and Skills

An engaged, well-trained Board and staff are essential for Keene Housing to continue achieving excellence, fostering innovation and most importantly, addressing community needs. This goal incorporates ongoing efforts to increase the Board of Commissioner's engagement in, and advocacy on behalf of KH's strategic goals. It also encompasses supporting and building Board and staff capacity through continuing education, and initiatives that periodically solicit feedback from staff and the Board, especially when major organizational transitions are under consideration.

OBJECTIVES:

- **Recruit and retain a qualified, motivated workforce**
- **Provide staff with the training, including cross training, needed to excel at their jobs and grow within the organization**
- **Ensure that new and current Board members are fully informed of their roles and responsibilities, appropriately engaged in governance and policy matters, and fulfilling their obligation to advocate for KH and the households we serve**
- **Provide opportunities for local stakeholders, including students, to learn about KH's work**

PRIORITY PROJECTS:

- **Continue bonus program to recognize extraordinary performance**
- **Continue conducting employee satisfaction/feedback surveys**
- **Annually update Board training materials and schedule, including on-boarding packet, using the AHAB accreditation standards for Governance as a source for best practices**
- **Increase opportunities for Board members to participate in relevant trainings and to engage with KH staff**
- **Continue developing strategies that attract and retain quality staff at all organizational levels**
- **Implement intradepartmental cross training initiatives**
- **Implement interdepartmental "Shadow Days"**



GOAL 9:

Enhance Customer Service and Operational Efficiency

Keene Housing is a service organization. Applicants, residents and voucher holders are our customers. KH is always focused on ways to streamline operations and improve customer service for applicants, residents and voucher holders. This strategic goal incorporates activities that leverage emerging technology, provide increasingly helpful and timely information to our customers and community, and minimize disruption to residents and operations in the event of a natural disaster or other unforeseen event.

OBJECTIVES:

- Integrate new technologies that streamline work processing and improves public/resident access to information
- Ensure that the providing high quality customer service, based in empathy and fairness, is a fundamental organizational principal
- Provide additional opportunities to easily receive and respond to public feedback
- Implement a disaster response and recovery plan

PRIORITY PROJECTS:

- Develop and implement a plan to improve the website
- Develop and implement a security plan
- Periodically assess and implement required enhancements to KH's hardware, software and telecommunications network
- Develop and implement a Communications Plan that uses technology to improve the timeliness, accuracy and accessibility of information about KH plans and strategies for applicants, residents, voucher holders, community stakeholders and other target audiences
- Regularly solicit input from residents and stakeholders on KH programs and initiatives
- Develop a disaster response plan that accounts for the safety of residents and staff as well as the need to recover quickly from a natural disaster
- Evaluate and, where cost effective, deploy technological tools such as video updates, kiosks, computers and publicly available printers to assist residents and applicants



GOAL 10:

Be a Strong and Effective Advocate for Innovation in Affordable Housing and Supportive Service Programs

Keene Housing's organizational culture values and actively supports innovation and excellence in the administration of housing and supportive service programs for low- and moderate-income people. KH strongly believes that we achieve excellence by learning from, and sharing with others engaged in activities that benefit our customers. To that end, KH strives to play a prominent role in local, state and federal efforts to improve, promote and expand affordable housing programs and supportive services. Central to this effort is KH's leadership in the Moving to Work (MTW) program.

OBJECTIVES:

- Support and participate in the growth of the MTW Collaborative and advocate for the permanent extension of current MTW Agreements
- Participate in local, state and national efforts to improve public policy affecting affordable housing development, management and administration
- Contribute to efforts to improve local, state and national renewable energy incentive programs and related public policies
- Contribute to efforts to improve local, state and national supportive service programs and policies

PRIORITY PROJECTS:

- Actively participate in and support the MTW Collaborative
- Actively participate in and support the Affordable Housing Accreditation Board
- Actively participate in and support the New Hampshire Housing Authority Corporation
- Actively participate in and support the Public Housing Authorities Directors Association
- Actively support the advocacy efforts of Housing Action New Hampshire
- Ensure that members of senior staff hold leadership positions with local, state and federal organizations, committees and councils
- Continue advocating for low- and moderate-income people to local, state and federally elected officials

