

ANNUAL REPORT



MOVING TO WORK

2020



Contents

| | |
|--|-----------|
| INTRODUCTION..... | 5 |
| GENERAL HOUSING AUTHORITY OPERATING INFORMATION | 9 |
| PROPOSED MTW ACTIVITIES | 19 |
| APPROVED MTW ACTIVITIES | 20 |
| Implemented Activities | 22 |
| 1999.01.HC Eligibility Administration Guidelines | 22 |
| 2008.03.HC MTW Homeownership Flat Subsidy..... | 23 |
| 1999.02.CE Housing Quality Standards (HQS) Landlord Self-certification Inspection Protocol..... | 24 |
| 1999.03.CE Rent Reasonableness Neighborhood Analysis Discontinuance..... | 26 |
| 1999.07.HC Reasonable Rent Determination Discontinuance | 27 |
| 1999.08.HC 40% Affordability Discontinuance | 28 |
| 1999.04.CE Stepped Subsidy Rent Reform | 29 |
| 2013.01.SS \$0 HAP Rent Burden Test..... | 32 |
| 1999.05.SS Resident Self-Reliance (RSR) Program | 32 |
| 1999.06.HC Transitional Housing Assistance Shelter Program (THASP) | 38 |



Contents

| | |
|---|----|
| <i>2005.01.CE Elderly and Disabled Household Alternative Recertification Schedule</i> | 40 |
| <i>2005.02.CE Stepped Subsidy Alternative Recertification Schedule</i> | 42 |
| <i>2008.01.HC Project Based Voucher Program</i> | 43 |
| <i>2008.02.CE Restrictions on Section 8 Portability</i> | 43 |
| <i>2014.01.HC Affordable Housing Preservation Program (AHPP)</i> | 44 |
| <i>2014.02.CE Medical Deduction Threshold</i> | 45 |
| <i>2014.02.SS Asset Exclusion Threshold</i> | 46 |
| <i>2014.04.SS Keene Housing Kids Collaborative (KHKC)</i> | 48 |
| <i>2014.03.HC Affordable Housing Preservation & Modernization Program</i> | 49 |
| <i>2015.01.CE Affordable Housing Preservation Program - Rent Reform</i> | 49 |
| <i>2015.02.CE Affordable Housing Preservation Program – Alternative Inspection Schedule</i> | 55 |
| <i>2015.03.CE Earned Income Disregard (EID) Elimination</i> | 56 |
| <i>2016.01.CE Project-Based Unit Agency Conducted Inspections</i> | 58 |
| <i>2017.01.HC PBV Mobility Wait List</i> | 59 |
| <i>2020.02.SS Foster Youth to Independence Tenant Protection Vouchers Rent Reform</i> | 62 |
| <i>2020.03.CE 2017 Mainstream Rent Reform</i> | 64 |
| <i>2020.01.SS Foster Youth to Independence Tenant Protection Vouchers Development Grants</i> | 65 |
| <i>Activities on Hold</i> | 67 |



Contents

| | |
|---|------------|
| Not Yet Implemented Activities..... | 67 |
| 2017.02.HC Local Payment Standard | 67 |
| Closed Out Activities | 68 |
| 2006.01.CE Standard Deductions..... | 68 |
| 2011.01.CE Housing Quality Standards (HQS) Biennial Inspection Schedule | 69 |
| 2016.02.HC Project MARCH (Monadnock Area Resources Curing Homelessness)..... | 73 |
| 2013.01.CE Housing Quality Standards (HQS) Alternative Inspection Protocol..... | 74 |
| SOURCES AND USES OF FUNDING | 85 |
| ADMINISTRATIVE | 86 |
| APPENDIX I. 2020-2025 STRATEGIC PLAN | 89 |
| APPENDIX II. RENT REFORM AND RESIDENT SERVICES RANDOM CONTROL STUDY BASELINE DATA. | 105 |



Section I.

Introduction

In 2020 Keene Housing (KH) celebrated our twentieth year in the Moving to Work (MTW) program. 2020 also marked our last year as MTW's smallest member. In early 2021 we welcomed the first cohort of new MTW agencies into the MTW family. We were thrilled to see such a diverse group of Public Housing Authorities (PHAs) be admitted into the program. We were proud to play a small role in helping a few PHAs with their applications and were particularly happy to welcome our neighbors in Brattleboro, VT and our fellow Granite Staters from Dover, NH to MTW.

Even though, at least for the time being, the new MTW PHAs are not being provided the same flexibilities and protections as the original MTW PHAs, the newest members are bound by a shared commitment to achieving the three goals Congress established for MTW when it created the demonstration over twenty years ago:

- Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families 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 families.

We look forward to helping the new MTW PHAs understand MTW's potential and how, over time, they can use MTW's regulatory and funding flexibility to fundamentally reimagine the roles they play in their communities.

Understanding that many of the guardrails erected by HUD in the MTW Operations Notice are just constructs for HUD's convenience will be an important step in the new MTWs' journey towards full liberation. Those guardrails are predominately illusory, products of a structure desperate to count the uncountable and manage the unmanageable. Over time the new MTWs will come to recognize the fullness of the possibilities available to them. They will understand that the power of MTW is that it allows its practitioners to not simply "think outside the box", but to tear the box apart, break it down into its elemental fragments and then, through an alchemy of imagination and lived community experience, create something entirely new, something just for them.

We sympathize with HUD and are not at all envious of the various masters to whom they must answer. But our only responsibility

Introduction

is to our community, and there is no doubt that our community is best served by a MTW program that is not bifurcated into two groups, one which closely aligns with the Congress's original intent for the program and another, stymied by programmatic restrictions manufactured in Washington for administrative ease. To that end we look forward to working with our fellow MTWs, the MTW Collaborative, HUD and Congress to work towards a unified MTW program, one that is consistent with the program's intent, that respects the independence and wisdom of each PHA, and one that recognizes that the relationship between a MTW PHA and HUD is bilateral, not unilateral.

KH's Long Term Vision

Every five years Keene Housing undertakes a lengthy strategic planning process. Strategic plan development includes soliciting feedback and ideas from a wide array of stakeholders including residents, voucher holders, funders, lawmakers, allies and partners. We are grateful to the MTW office for contributing to the process and for helping the strategic plan take shape.

Each strategic plan lays out KH's operational, organizational and aspirational goals for the coming five years. The 2020-2025 Strategic Plan was approved by KH's Board of Commissioners Keene Housing at the close of 2019, setting our course for the coming five years. The strategic plan addresses, and establishes goals in the following areas:

- Real estate preservation and expansion;
- Energy conservation and sustainability;
- Financial management and oversight;
- Property management;
- Care for our elderly and disabled residents and voucher holders;
- Working families' economic development;
- Supporting KH youth through the Keene Housing Kids Collaborative;
- Board and staff capacity and skills;
- Customer service and operational efficiency; and
- Affordable Housing Advocacy.



As we do each year, at the end of 2020 our staff and then Board reviewed the progress we'd made towards accomplishing the goals and objectives articulated in the strategic plan. The plan was then revised to track our progress towards those goals and objectives. This process will be repeated each year until the next five-year plan is adopted and implemented. A copy of the revised 2020-2025 Strategic Plan is included in Appendix I.

Rent Reform and Resident Services Random Control Study

2020 marked the start of our most ambitious rent reform and resident services experiment. As described in the Amended 2020 MTW Annual Plan, in 2020 we partnered with the Public and Affordable Housing Research Corporation (PAHRC) and the University of North Carolina at Chapel Hill on a longitudinal random control study (RCT) examining the effects of different combinations of rent setting methodologies and supportive services on low-income working families' socio-economic outcomes. In 2020 we collected the requisite baseline data against which future data will be measured and began randomly assigning newly assisted working households to one of three rent groups (stepped rent, triennial recertifications or Brooke rent). Households were then randomly selected to receive or not to receive resident service. We are excited to have this groundbreaking research under way and look forward to seeing what the data reveal over the next decade. The baseline data is provided in Appendix II.

KH's Short-term Goals

It is difficult to articulate how radically our short-term plans have been altered, delayed, or derailed by the Coronavirus pandemic. When we were writing the Fiscal Year 2020 MTW Annual Plan we had no idea of what was to come. Writing this report in the winter of 2021, as vaccinations in our elderly and disabled properties are beginning, and the recent, unprecedented spike in infections in our region begins to abate, we are, for the first time in almost a year, starting to feel as if there is an end to this.

But this report requires us to look back, directly at a painful time for our residents, voucher holders, staff and community. And in so doing we must first acknowledge those residents, voucher holders, and staff whose lives were affected by the disease. While our relative geographic isolation and largely rural character spared the Monadnock region from the devastation COVID-19 wrought in more urban communities, we had many members of the KH community fall ill with the disease and all of us knows someone who was hospitalized or died.

As COVID-19 rolled-up the East coast we had to stand-up, in just two weeks' time, an organizational response that would prepare us, as best we could, for what was to come. The changes we made to our procedures, policies, IT infrastructure and workflows are almost innumerable. As we learned more about the disease, as well as local, state and federal responses to it, we were (and still are) constantly adjusting our responses to make sure that we were doing everything we possibly could to keep the people we serve and each other safe. 2020 was, without any doubt, the most challenging year we'd ever experienced, and it is a testament to the

professionalism and dedication of our Board of Commissioners and staff that, despite all of these unprecedented challenges, we still managed to accomplish many of the goals we'd laid out for ourselves in 2020.

Although COVID-19 prevented us from moving forward with all of our other planned rehabilitation projects involving working in occupied units, we did complete the rehabilitation of Central Square Terrace (CST). CST is a 90-unit Section 8 Project Based elderly development in the heart of downtown Keene. That project, which included relocating CST's elderly and disabled residents around the building in phases and maintaining an active construction site - during a pandemic - required a level of care and coordination well beyond anything we'd imagined. However, thanks to our remarkably resilient residents, superb Construction Managers, and our Property Management and Facilities and Assets teams, we delivered the tax credit units on schedule, without a single case of COVID amongst residents, contractors or staff.

We were awarded a \$500,000 Community Development Block Grant (CDBG) for the modernization of 14 units at the Bennett Block apartments in downtown Keene. That project will begin in late winter 2021. Unfortunately, zoning restrictions prevented us from moving any further with converting the community and commercial space at Harper Acres Apartments into an additional 24 units of housing. With the possibility of building additional affordable units at the site ruled out, we pivoted to rehabilitating the existing structure to improve the community space used by Harper Acres residents and the offices occupied by the Monadnock Collaborative. The Monadnock Collaborative is a nonprofit that provides a host of supportive services to low- and moderate-income Granite Staters, including many Harper Acres residents. Feasibility studies were completed in 2020 and a CDBG application for the project was submitted to the NH Community Development Finance Authority in early January 2021.

The decision early in the pandemic to defer any construction involving spending extended periods of time in occupied units delayed several important energy efficiency projects until 2022. None-the-less, we did complete the installation of our third photovoltaic project in as many years when we energized the 98-kilowatt array at North and Gilsum Apartments in the fall of 2020. The project includes 302 solar panels that will generate over 113,000 kilowatt-hours of solar electricity and offset approximately 55 tons of carbon pollution each year. The North and Gilsum project is another significant step forward towards our goal of relying 100% on renewable energy by 2035.

Finally, in 2020 we followed the Seattle Housing Authority's lead and were accredited by the Affordable Housing Accreditation Board (AHAB). At the time, we were the second accredited MTW agency. We have since been joined by the Housing Authority of Columbus Georgia and our New England neighbors, the Cambridge Housing Authority. Not surprisingly, MTW PHAs have been in the vanguard of the affordable housing accreditation effort, accounting for half of the first cohort of accredited providers. We look forward to being strong advocates for accreditation for MTW PHAs as a possible replacement for the broadly maligned 50900. In addition, we were heartened to see the Congress embrace affordable housing accreditation in the 2021 appropriations and are excited by the prospect of HUD turning to accreditation in lieu of its more problematic and inefficient oversight systems.





Section II.

General Housing Authority Operating Information

Housing Stock Information

Keene Housing owns or manages 551 units of affordable housing including 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; area 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. Actual new PBVs issued in FY2020.

| Property Name | Number of Project-Based Vouchers | | Status at End of Plan Year | RAD? | Description of Project |
|---------------|----------------------------------|--------|----------------------------|------|------------------------|
| | Planned | Actual | | | |
| NA | 0 | 0 | N/A | N/A | N/A |

Table 2. Actual Existing Project Based Vouchers

| Property Name | Number of Project-Based Vouchers | | Status at End of Plan Year** | RAD? | Description of Project |
|-------------------------------------|----------------------------------|--------|------------------------------|------|--|
| | Planned* | Actual | | | |
| Brookbend East | 11 | 10 | Leased | No | 40 LIHTC/MF two- and three-bedroom townhouse style units with HAPC for 11 units |
| Brookbend West | 10 | 10 | Leased | No | 35 LIHTC/MF two- and three-bedroom townhouse style units with a HAPC for 10 units |
| Cheshire Housing Trust | 20 | 20 | Leased | No | 20 third-party owned and managed units of various size and style throughout Cheshire County with a HAPC for 20 units |
| Cottage Street | 3 | 3 | Leased | No | 3 two- and three-bedroom units with a HAPC for all 3 units |
| Evergreen Knoll | 3 | 3 | Leased | No | 32 LIHTC/RD two- and three-bedroom townhouse style units with a HAPC for 3 units |
| Keene Affordable Housing Properties | 212 | 190 | Leased | No | 212 former public housing units with a HAPC for 212 units |
| Riverbend | 24 | 22 | Leased | No | 24 LIHTC two- and three-bedroom townhouse style units with a HAPC for 24 units |
| Stone Arch Village Family | 24 | 22 | Leased | No | 24 LIHTC two- and three-bedroom townhouse style units with a HAPC for 24 units |
| Stone Arch Village Senior | 33 | 33 | Leased | No | 33 senior/disabled one- and two-bedroom units in mid-rise building with a HAPC for 33 units |
| | 340 | 337 | | | |

* Figures and text in the "Planned" column should match the corresponding Annual Plan.

** Select "Status and the End of Plan Year" from Committed, Leased/Issued



General Operating Information

Differences between the Planned and Actual Number of Vouchers Newly Project-Based:

The differences in planned and actual number of units are attributed to units offline for rehab, over income households, and vacancies. KH Purchased Ash Brook Apartments, a 24-unit property with 24 1-bedroom row/townhouse style units in June of 2020.

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

There were no other changes to our housing stock in FY2020.

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.

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 FY2020.

Table 1. Actual Number Households Served

| Number of Households Served Through: | Number of Unit Months Occupied/Leased* | | Number of Households Served** | |
|--|--|--------|-------------------------------|--------|
| | Planned^^ | Actual | Planned | Actual |
| MTW Public Housing | 0 | 0 | 0 | 0 |
| MTW Housing Choice Vouchers (HCV) Utilized | 7044 | 6796 | 587 | 572 |
| Local, Non-Traditional: Tenant-Based | 0 | 0 | 0 | 0 |
| Local, Non-Traditional: Property-Based | 576 | 384 | 48 | 32 |
| Local, Non-Traditional: Homeownership | 48 | 48 | 4 | 4 |
| Planned/Actual Totals | 7668 | 7400 | 639 | 608 |

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual Plan.



Table 2. Actual Issues/Solutions Related to Leasing

| Housing Program | Description of Actual Leasing Issues and Solutions |
|----------------------------|---|
| MTW Public Housing | N/A |
| MTW Housing Choice Voucher | COVID-19 pandemic slowed the eligibility and leasing processes. |
| Local, Non-Traditional | Deconcentration of shelter guests due to the pandemic lowered the number of actual households served. |

Table 3. Households Receiving Local Non-traditional Services

| Households Receiving Local, Non-Traditional Services Only | Average Number of Households per Month | Total Number of Households in the Plan Year |
|---|--|---|
| N/A | N/A | N/A |

Wait List Information

| Waiting List Name | Description | Number of Households on Waiting list | Waiting List Open, Partially Open or Closed | Was the Waiting List Opened During the Plan Year? |
|----------------------------|----------------|--------------------------------------|---|---|
| MTW Project Based Voucher | Site-based | 743 | Open | N/A |
| MTW Housing Choice Voucher | Community-wide | 2296 | Open | N/A |
| PBV Mobility | Site-based | 139 | Partially Open | N/A |



General Operating Information

Duplications of applicants across waiting lists.

If eligible, applicants may choose and be placed on both the site-based Project-Based waiting list/s and the Housing Choice Voucher waiting list.

Actual Changes to the Waiting List/s in the Plan Year

There were no changes to the waiting lists in FY2020.

Households Served through Local Non-Traditional MTW Funded Programs

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

| Local, Non-Traditional Category | MTW Activity Name/Number | Number of Unit Months Occupied/Leased* | | Number of Households Served** | |
|---------------------------------|--|--|--------|-------------------------------|--------|
| | | Planned^^ | Actual | Planned | Actual |
| Tenant-Based | N/A | 0 | 0 | 0 | 0 |
| Property-Based | Transitional Housing Assistance Shelter Program 1999.06.HC | 576 | 384 | 48 | 32 |
| Homeownership | MTW Homeownership Flat Subsidy 2008.03.HC | 60 | 48 | 5 | 4 |
| Planned/Actual Totals | | 624 | 432 | 52 | 36 |

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.



General Operating Information

Table 2. Actual Issues/Solutions Related to Leasing

| Housing Program | Description of Actual Leasing Issues and Solutions |
|----------------------------|--|
| MTW Public Housing | Keene Housing does not have any public housing units |
| MTW Housing Choice Voucher | Issues related to leasing: <ul style="list-style-type: none"> • Covid-19 pandemic • Increasing rents, low vacancy rates and housing stock shortage Solutions related to leasing: <ul style="list-style-type: none"> • Development of affordable housing |
| Local, Non-Traditional | Issues related to leasing: <ul style="list-style-type: none"> • Deconcentration due to pandemic |

Households Served Through Local Non-Traditional Services Only

Table 1. 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 |

Explanation for Differences Between Planned and Actual Households Served

At the onset of the pandemic, SCS reported normal fluctuations in capacity related to seasonal conditions. A drastic decrease in capacity occurred from April 2020 to August 2020. When COVID 19 started to become a concern in March 2020, and without many options on the table, SCS began to reduce the overall capacity in its shelters to assure the safety for those they provided emergency housing.

In August of 2020, KH and SCS executed two (2) new THASP Agreements totaling nineteen (19) new beds to help address SCS's de-concentration efforts. Not all beds were utilized by the end of 2020.



General Operating Information

Reporting Compliance with Statutory MTW Requirements

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 1. 75% of Families Assisted are Very Low-Income

| Income Level | Number of Local, Non-Traditional Households Admitted in the Plan Year |
|------------------------------|---|
| 80%-50% Area Median Income | 0 |
| 49%-30% Area Median Income | 0 |
| Below 30% Area Median Income | 95 |

** Includes “Local, Non-Traditional: Tenant-Based”; “Local, Non-Traditional: Property-Based”; and “Local, Non-Traditional: Homeownership”.*

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 2. 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% |



General Operating Information

| 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 |
|-------------|--|--|--|---|---|
| 4 Person | 0 | 44 | 0 | 44 | 8% |
| 5 Person | 0 | 17 | 0 | 17 | 3% |
| 6+ Person | 0 | 10 | 0 | 10 | 2% |
| Totals | 0 | 585 | 0 | 585 | 100% |

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Table 3. 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*** | 298 | 95 | 68 | 42 | 18 | 9 | 530 |
| Percentages of Households Served by Household Size this Fiscal Year****† | 56% | 18% | 13% | 8% | 3% | 2% | 100% |
| Percentage Change | 2% | -2% | -1% | 0% | 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.



General Operating Information

**** 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.

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 4. 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 in the Plan Year

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 1. 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 | 4 | Economic self-sufficiency: Household HAP is reduced to \$0 due to an increase in gross income |
| Resident Self-Reliance/ 1999.05.SS | 18 | 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 | 22 | |



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 |
| Standard Deductions | FY2006 | Rent Reform | Cost Effectiveness | Closed Out |



Approved MTW Activities

| Activity Name | Plan Year | Activity Type | Primary Statutory Objective | Status |
|---|-----------|--------------------------------|-----------------------------|------------|
| 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 |
| Project M.A.R.C.H. (Monadnock Area Resources Curing Homelessness) | FY2016 | Supportive Housing Partnership | Expanding Housing Choices | Closed Out |



Approved MTW Activities

| Activity Name | Plan Year | Activity Type | Primary Statutory Objective | Status |
|--|-----------|--------------------------|-----------------------------|---------|
| PBV Mobility Wait List | FY2017 | Mobility and Portability | Expanding Housing Choices | Ongoing |
| Local Payment Standard | FY2017 | | Expanding Housing Choices | Ongoing |
| Mainstream Rent Reform | FY2020 | Rent Reform | Cost Effectiveness | Ongoing |
| Foster Youth to Independence Tenant Protection Vouchers Rent Reform | FY2020 | Rent Reform | Cost Effectiveness | Ongoing |
| Foster Youth to Independence Tenant Protection Vouchers Development Grants | FY2020 | Rent Reform | Self-Sufficiency | 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 2020.



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 2020, 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 2020.



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 | \$6,533 | Yes |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline 2010 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease). | 545 | 416 | 250 | Yes |

Keene Housing Local Metric(s)

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

KH: Self-Certification Inspections

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

KH: HQS Quality Control

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

Challenges to Achieving Benchmarks

This activity closed out with HUD's approval of KH's FY2021 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 | \$505 | 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% | 5% | Yes |

**Rent burden of households participating in the Stepped Subsidy program can be found under the Stepped Subsidy activity (page 44).*

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% | 5% | 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 2020, 162 households participated in Stepped Subsidy with 18 (11%) 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 2020, KH received 78 Safety Net applications. Of those, 90% (70) were approved and 10% (8) 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 | \$2,260 | Yes |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline 1999 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease). | 492 | 155 | 93 | 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% | 14% | No |

Challenges to Achieving Benchmarks

The sharp increase in rent burdened households is directly related to the COVID-19 pandemic. The number of safety net applications increased by 90% from forty-one (41) applications in 2019 to seventy-eight (78) in 2020. Of the seventy (70) applications approved, 47% were due to reductions in earned income and 26% were due to becoming unemployed without benefits. The average income in Q4-19 was \$28,214 compared to Q4-20 at \$23,395, a 17% decrease. 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 | 3 | 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 Career 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 Career Plan as long as they are receiving housing assistance through the Stepped Subsidy program. Upon completion of a 3-year Career Plan, each participant establishes a new 3-year Career 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 Career 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 | \$23,395 | No |



Approved MTW Activities

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 | 76 | Yes |
| (2) Employed Part-Time | 83 | 83 | 26 | No |
| (3) Enrolled in an Educational Program | 6 | 6 | 12 | Yes |
| (4) Enrolled in Job Training Program | 4 | 4 | 0 | No |
| (5) Unemployed | 18 | 10 | 17 | No |
| (6) Other | 0 | 0 | 6 | No |
| The percentage of work-able households:* | | | | |
| (1) Employed Full-Time | 23% | 27% | 62% | Yes |
| (2) Employed Part-Time | 65% | 65% | 19% | No |
| (3) Enrolled in an Educational Program | 5% | 5% | 10% | Yes |
| (4) Enrolled in Job Training Program | 3% | 3% | 0% | No |
| (5) Unemployed | 14% | 8% | 14% | No |
| (6) Other | 0% | 0% | 5% | 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 | 7 | 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 | 164 | 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 | 18 | 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% | 80% | No |



Approved MTW Activities

KH: Households making progress on Three-Year Career Plan

| Unit of Measurement | Baseline 2013 | Benchmark | Outcome | Benchmark Achieved? |
|---|---------------|-----------|---------|---------------------|
| Number of households receiving rent credits for meeting Action Plan goals (increase). | 0 | 25 | 50 | Yes |

KH: Households terminated for non-compliance

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

KH: Households awarded a Development Grant or Rent Credit

| Unit of Measurement | Baseline 2013 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Number of households that received Development Grant and Rent Credit funds (increase). | 0 | 25 | 45 | 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 | \$17,142 | Yes |

Challenges to Achieving Benchmarks

In 2020 more families participating in the RSR Program were employed full-time versus part-time. However, unemployment increased by 50% from 7% in 2019 to 14% in 2020. The sharp rise in the number of unemployed, according to RSR participants, is the effect of the COVID-19 pandemic. Households reported lost jobs (full-time and part-time), inability to return to work due to remote or hybrid learning, and inability to secure childcare. Sixty-seven percent (67%) of households participating in the RSR program are single adult households with an average of two (2) youth per household. Households with three or more youth number twenty-nine (29) or twenty-two percent (22%). Average earned income decreased from \$30,166 in 2019 to \$23,395. 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 FY2020, KH provided sponsor-based subsidies for 5 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 |
| Claremont Men's Shelter | Southwestern Community Services | Year-round shelter for men |
| Monadnock Street Men's Shelter | Southwestern Community Services | Year-round shelter for men |



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 | 139 | No |

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 | 63 | Yes |
| Households Served: Homeless and hard-to-house. | | | | |

CE #4: Increase in Resources Leveraged

| Unit of Measurement | Baseline 1999 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|----------|---------------------|
| Amount of funds leveraged in dollars (increase). | \$0 | \$250,000 | \$59,974 | 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

Once COVID-19 arrived in our region, the owner of the family and men's emergency shelters, Southwestern Community Services (SCS) had to reduce shelter capacity to keep their clients safe. Unfortunately, the reduced shelter occupancy resulted in a reduction in



Approved MTW Activities

their State Grant In AIDS funding. It was a perfect storm of new increased costs for cleaning supplies and protective equipment and decreased program income.

Southwestern Community Services receives funding through the New Hampshire Bureau of Housing Supports. The funds previously had a match requirement, however in April of 2020, the state implemented a new process for reimbursing emergency shelter programs based on a fee for service model. Programs went from a set budget to a budget that fluctuated based on the daily beds occupied by clients. With the new funding model, New Hampshire emergency shelters are no longer required match 25% of funding from other sources.

SCS reports that THASP income was instrumental in covering the funding voids that had been created with this new model. There were no significant changes to this activity.

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,



Approved MTW Activities

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

Benchmarks and Outcomes

CE #1: Agency Cost Savings

| Unit of Measurement | Baseline 2015 | Benchmark | Outcome | Benchmark Achieved? |
|---|---------------|-----------|---------|---------------------|
| Total cost of task in dollars (decrease). | \$10,968 | \$11,448 | \$7,247 | Yes |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline 2015 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease). | 457 | 477 | 302 | Yes |

CE #5: Increase in Agency Rental Revenue

| Unit of Measurement | Baseline 2015 | Benchmark | Outcome | Benchmark Achieved? |
|---------------------------------------|---------------|-----------|----------|---------------------|
| Rental revenue in dollars (increase). | \$129,716 | \$129,716 | \$61,294 | 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

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 Career 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 | \$2,640 | 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 | 110 | 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 | \$57,742 | No |



Approved MTW Activities

Challenges to Achieving Benchmarks

Fewer families participated in the Stepped Subsidy Program in 2020 than in 2019 resulting in a decrease in agency rental revenue. 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 | 360 | No |

Challenges to Achieving Benchmarks

KH added 24 units in 2020. 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 | \$260 | 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 | 10 | 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.

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 2020. 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 2020 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 | \$3,216 | 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 | 76 | Yes |

CE #5: Increase in Agency Rental Revenue

| Unit of Measure | Baseline 2015 | Benchmark | Outcome | Benchmark Achieved? |
|---------------------------------------|---------------|-----------|----------|---------------------|
| Rental revenue in dollars (increase). | \$129,716 | \$129,716 | \$99,316 | No |

Challenges to Achieving Benchmarks

Increases in staff compensation resulted in an increase in agency cost 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 | \$111,745 | No |

Challenges to Achieving Benchmarks

Keene Housing does not collect asset information unless the assets are over the threshold. In 2020 5 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 | 288 | 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 2020, KH invested \$673,757 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 | 216 | Yes |

Challenges to Achieving Benchmarks

All benchmarks were achieved. KH removed the local metric Units of Housing Preserved (rolling metric) as this metric has been extremely difficult to quantify. No changes were made to the data collection. There were no significant changes to this activity, although, as described earlier, most capital projects planned for 2020 were deferred to 2022 because of safety concerns related to the COVID-19 pandemic.

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



Approved MTW Activities

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 2020 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 | \$408 | 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 | 17 | 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 was one turnover in 2020. The household’s primary source of income was Social Security. KH determines continued eligibility of all households annually using the Department of Housing and Urban Developments’ 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 | \$39 | Yes |

CE #2: Staff Time Savings

| Unit of Measurement | Baseline* | Benchmark | Outcome | Benchmark Achieved? |
|--|-----------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease). | 18 | 4 | 2 | 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 |

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.

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 | \$289,056 | 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 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 HUD's approval of KH's 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.



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). | \$10,279 | \$10,279 | \$4,159 | 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 | 212 | 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.

2017.01.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.



Approved MTW Activities

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.



Approved MTW Activities

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 | 66 | No |

Challenges to Achieving Benchmarks

With the award of additional 2017 Mainstream Vouchers in 2020 came a requirement by HUD that PHAs merge their Mainstream and Housing Choice Voucher (HCV) (982.204(f)) waiting lists and that Mainstream applicants receive a waiting list preference over HCV applicants. While this requirement may have seemed innocuous enough when it was drafted, consolidating the the Mainstream waitlist with the Housing Choice Voucher waitlist and providing a preference to Mainstream applicants has had the unintended consequence of grinding our HCV issuances to a halt. Generally, Mainstream vouchers are more difficult and resource intensive to issue and successfully lease. Additionally, we find that the attrition rate in the Mainstream program is much higher than the HCV - or Non-Elderly Disabled - program. Taken together, the consequence of the HUD required waiting list consolidation is that we are unable to get beyond Mainstream applicants on our waitlist, leaving non-Mainstream eligible households sitting on the voucher waitlist with no real prospect of being offered a voucher in the foreseeable future. While we are thrilled to be able to offer housing assistance to the extremely vulnerable households the Mainstream program is designed to serve, we are troubled that the waittimes for households waiting for a Non-Elderly Disabled voucher or an HCV – including those on the PBV Mobility Waitlist – are growing at alarming rates. We plan to explore an MTW remedy to this ongoing, and disconcerting, problem. There were no significant changes to this activity.



Approved MTW Activities

2020.02.SS FOSTER YOUTH TO INDEPENDENCE TENANT PROTECTION VOUCHERS RENT REFORM

Plan Year Approved: 2020

The proposed Foster Youth to Independence Tenant Protection Voucher (FYI-TPV) rent reform activity provides a streamlined methodology for calculating rent while providing households an opportunity to increase earnings and assets without being discouraged by corresponding increases in rent.

By simplifying the rent calculation process, the activity reduces KH's administrative burden by lowering administrative costs and staff time. The activity alters the current methodology for calculating rent with the following streamlined strategies:

- Participants pay 20% of gross income towards rent for the duration of participation in the FYI-TPV program.
- Interim recertifications are 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.
- Households total net value of \$50,000 or less are disregarded.
- Earned Income Disregard (EID) is eliminated (see activity 2015.03.CE Earned Income Disregard Discontinuance).
- Utilization of the Enterprise Income Verification system annually to determine continued eligibility of FYI-TPV participants.

Pursuant to Notice PIH 2019-20 (HA), issued July 26, 2019, and authorization from the Department of Housing and Urban Development's Foster Youth to Independence Team, MTW agencies may administer the FYI-TPV Program per their MTW Agreement as long as it is not inconsistent with Appropriations Act requirements (including the Authorizing Statute (section 8(x) of the United States Housing Act of 1937)), or the requirements of the Notice PIH 2019-20.

The activity will be implemented upon HUD's approval of the Amended FY2020 MTW Plan.

Metrics

The following is a list of the metrics KH will track using HUD's established criteria.



Approved MTW Activities

Benchmarks and Outcomes

SS#1

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|----------|---------------------|
| Average earned income of households affected by this policy in dollars (increase). | Unknown | Unknown | \$10,841 | Yes |

SS#3:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|------------------------------------|---------------|-----------|---------|---------------------|
| Employed full-time | 0 | 2 | 1 | No |
| Employed part-time | 0 | 2 | 0 | No |
| Enrolled in an educational program | 0 | 1 | 0 | No |
| Enrolled in job training program | 0 | 1 | 0 | No |
| Unemployed | 0 | 0 | 0 | Yes |
| Other | 0 | 0 | 1 | No |

CE#1:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Total cost of task in dollars (decrease) | \$608 | \$200 | \$51 | Yes |

CE#2:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|---|---------------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease) | 18.27 | 8.25 | 3 | Yes |

CE#5:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|---|---------------|-----------|----------|---------------------|
| Total Household contributions towards housing assistance (increase) | \$0 | \$1,879 | \$20,369 | Yes |



Approved MTW Activities

Challenges to Achieving Benchmarks

KH's FY2020 Amended MTW Plan was approved by HUD in June 2020, therefore, all metrics reflect data from July through December 2020.

Of the two (2) assisted households, one (1) is work-able and one (1) receives SSI.

There were no significant changes to this activity.

2020.03.CE 2017 MAINSTREAM RENT REFORM

Plan Year Approved: 2020

The proposed 2017 Mainstream (2017 MS) Rent Reform activity provides a streamlined rent calculation methodology for households with 90% or more of their income coming from fixed sources. By simplifying the rent calculation process, the activity reduces KH's administrative burden by lowering administrative costs and staff time. The activity alters the current methodology for calculating rent with the following streamlined strategies:

- Initial year of assistance verification 90% of income is from fixed income sources.
- Years two (2) and three (3) households self-certify fixed income sources have not changed.
- Years two (2) and three (3), Cost of Living Adjustment (COLA) recertifications (see 2005.01.CE Elderly and Disabled Household Alternative Recertification activity).
- Interim recertification for fixed income changes in years two (2) or three (3) to determine continued eligibility for the streamlined recertification process.
- Annual recertifications required if the 90% from fixed sources threshold isn't met until such time as household income returns to 90% from fixed sources.
- Medical deduction threshold 7.5%. Pursuant to Notice PIH 2019

This activity's rent determination and recertification rules will only be applied to new lease-ups upon HUD approval of the Amended FY 2020 MTW Plan.



Approved MTW Activities

Metrics

The following is a list of the metrics KH will track using HUD's established criteria.

Benchmarks and Outcomes

CE #1:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|--------------------------------|---------------|-----------|---------|---------------------|
| Total cost of task in dollars. | \$346 | \$51 | \$360 | No |

CE #2:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|-----------|---------|---------------------|
| Total time to complete the task in staff hours (decrease). | 14.25 | 3 | 16 | No |

CE #5

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|---|---------------|-----------|---------|---------------------|
| Total Household Contribution towards housing assistance (increase). | \$0 | \$91,228 | \$3,943 | No |

Challenges to Achieving Benchmarks

KH's FY2020 Amended MTW Plan was approved by HUD in June 2020, therefore, all metrics reflect data from July through December 2020. There were no significant changes to this activity.

2020.01.SS FOSTER YOUTH TO INDEPENDENCE TENANT PROTECTION VOUCHERS DEVELOPMENT GRANTS

Plan Year Approved: 2020

Learning from the success of the Development Grant and Rent Credit program (see 1999.05.SS Resident Self Reliance Program), KH will make Development Grants (DG) available to Foster Youth to Independence Tenant Protection Voucher (FYI-TPV) participants to help



Approved MTW Activities

mitigate some of the financial barriers that may impede their self-sufficiency goals. These financial barriers may include transportation, tuition, textbooks, exams, childcare and employer required uniforms or special equipment.

KH will maintain a Development Grant application and schedule of allowable expenses to ensure that DGs are used to further participants' long-term self-sufficiency goals. DG payments are made directly to the vendor providing goods or services to the participant, rather than directly to the participant. FYI-TPV participants are not required to participate in the Resident Self-Reliance Program.

The activity will be implemented upon HUD's approval of the Amended FY2020 MTW Plan.

Metrics

The following is a list of the metrics KH will track using HUD's established criteria.

Benchmarks and Outcomes

SS#1:

| Unit of Measurement | Baseline 2020 | Benchmark | Outcome | Benchmark Achieved? |
|--|---------------|---------------|---------|---------------------|
| Average earned income of households affected by this policy in dollars (increase). | Not available | Not available | \$0 | Yes |

| Keene Housing Metrics | Baseline | Benchmark | Outcome | Benchmark Achieved? |
|--|----------|-----------|---------|---------------------|
| Number of Households that received Development Grants. | 0 | 2 | 0 | No |
| Total Development Grant Funds Distributed. | \$0 | \$1,000 | \$0 | No |

Challenges to Achieving Benchmarks

No households requested development grants in 2020. There were no significant changes to this activity.



Approved MTW Activities

Activities on Hold

No KH activities are on hold at this time.

Not Yet Implemented Activities

2017.02.HC LOCAL PAYMENT STANDARD

Plan Year Approved: 2017

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

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

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

Benchmarks and Outcomes

CE #1: Agency Cost Savings

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



Approved MTW Activities

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 |

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 | 24 | 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. There were no significant changes to this activity.

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. |



Approved MTW Activities

MTW Report Year

2013

Outcomes

KH reworked the number of inspections conducted annually by staff to follow HUD's 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 |



Approved MTW Activities

MTW Report Year

2016

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 |

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



Approved MTW Activities

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

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

Plan Year Approved: 2016 Year Implemented: 2016 Year Closed: 2019

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

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

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

- Ensure that no policies or procedures violate any federal, state, or local regulation or statute.
- Certify that no Project MARCH participant has been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing.
- Require that at least one member of the participating household has established citizenship or eligible immigration status.
- Confirm that all units leased through Project MARCH are meet Housing Quality Standards (HQS) protocols and are subject to KH's HQS quality control protocols.
- Establish that a Project MARCH participant's rent burden cannot exceed 45% of monthly income.



Approved MTW Activities

- 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.

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

Plan Year Approved: 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.



Approved MTW Activities

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 |



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 |



2016

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

Outcomes

2016

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 |



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 2020.

Certification of Compliance

See following page.





2020 Moving to Work Annual Report
Certification of Meeting Statutory Requirements
 RESOLVED, March 18, 2021 that Keene Housing Board of Commissioners approves the FY 2020 Moving to Work Annual Report. The Board certifies that Keene Housing has met the three statutory requirements of the Moving to Work program in 2020:

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

| HOUSEHOLDS SERVED AS OF 12/31/2020 | | 590 |
|--|-----|-----|
| Number of households with incomes below 50% Area Median Income | 545 | 92% |
| 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 2020 577

- 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+ | Person | Person |
| 298 | 95 | 68 | 42 | 18 | 9 | 530 | | |

PHA Name: Keene Housing Number/HA Code: NH010

Adopted: _____ Date: March 18, 2021


 J.B. Mack, Chairperson

Appendix I.

Keene Housing Strategic Plan



2020-2025



STRATEGIC PLAN

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

Khalil Gibran

CONTENTS

| | |
|---|----|
| INTRODUCTION | 2 |
| A ROADMAP TO 2025..... | 3 |
| GOAL 1. PRESERVE, IMPROVE AND EXPAND AFFORDABLE HOUSING STOCK..... | 4 |
| GOAL 2. PROMOTE ENERGY CONSERVATION AND SUSTAINABILITY | 5 |
| GOAL 3. PRUDENTLY MANAGE AND OVERSEE AGENCY FINANCES | 6 |
| GOAL 4. ACHIEVE EXCELLENCE IN MANAGEMENT | 7 |
| GOAL 5. PROMOTE WELLNESS AND INDEPENDENCE AMONG SENIORS AND RESIDENTS WITH DISABILITIES | 8 |
| GOAL 6. SUPPORT RESIDENT ECONOMIC DEVELOPMENT | 9 |
| GOAL 7. SUPPORT YOUTH DEVELOPMENT THROUGH COLLABORATION WITH THE KEENE HOUSING KIDS COLLABORATIVE..... | 10 |
| GOAL 8. BUILD BOARD AND STAFF CAPACITY AND SKILLS | 11 |
| GOAL 9. ENHANCE CUSTOMER SERVICE AND OPERATIONAL EFFICIENCY | 12 |
| GOAL 10. BE A STRONG AND EFFECTIVE ADVOCATE FOR INNOVATION IN AFFORDABLE HOUSING AND SUPPORTIVE SERVICE PROGRAMS | 13 |



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 Monadhock 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





Appendix II. Keene Housing Rent Reform Study Initial Benchmark Report



KEENE HOUSING'S RENT REFORM STUDY INITIAL BENCHMARKING REPORT

*Produced for Keene Housing by the Public and Affordable Housing Corporation (PAHRC)
in association with Michael Webb, PhD*

February 2021

Introduction

Housing agencies operating under the Moving to Work (MTW) demonstration have implemented over 300 innovations to improve the administrative efficiency of operating HUD housing programs, increase housing choices for low-income people living in their communities, and provide opportunities and incentives for individuals participating in their programs to experience greater economic mobility. Keene Housing is among the original 39 MTW agencies piloting new programs to improve the effectiveness of housing subsidies. While some limited flexibilities in rent setting were provided to housing authorities in the Quality Housing and Work Responsibility Act (QHWRA) in 1998, MTW status allows Public Housing Authorities (PHAs) the most flexibility to implement changes in tenant rents and the recertification process. Other HUD programs that implement small adjustments to the traditional rental agreement to incentivize work and savings, JobsPlus and the Family Self Sufficiency (FSS) program, have also been shown to increase income and savings, though resident predisposition to success and the strength of the training tools offered to participants can predict their level of success¹. MTW initiatives that change rent-setting processes or rent subsidies to improve administrative efficiency and boost resident self-sufficiency have been implemented in some way by nearly all MTW agencies. Fourteen agencies, including Keene, have extended the recertification process and six agencies have incorporated flat rent subsidies with income bands². Most housing agencies that implement significant rent reforms pair these efforts with resident services that facilitate increases in employment.

Keene Housing has instituted two key rent reforms to increase administrative efficiency, reduce disincentives in rent structures, and help residents reach economic independence. The first is an alternative rent model

¹ Bloom, H. et al. 2005. "Promoting Work in Public Housing: The Effectiveness of Jobs Plus" MDRC
Riccio, James. 2010. "Sustained Earnings Gains for Residents in a Public Housing Jobs Program" MDRC
HUD FSS Evaluation

² Abt Associates. 2014. [Innovations in the Moving to Work Demonstration](#).

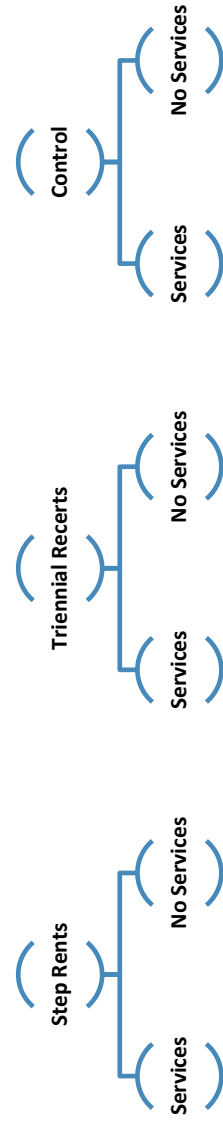
composed of stepped rents in which non-disabled, non-elderly households pay 20% of their gross adjusted income for the first two years after entry. In the third year of program participation, participants receive 65% of the payment standard for which they are eligible and 45% of the payment standard for which they are eligible in year four and after. As part of the stepped rent subsidy program, Keene Housing requires working-age non-disabled adults participate in the Resident Self Reliance (RSR) program. The RSR program employs service coordinators to help residents set and meet goals through quarterly meetings and connect them to selected training opportunities and other services. It also includes development grants to help residents invest in their labor market skills and rent credits that serve as incentives for reaching goals.

While the stepped rent model was developed to encourage households to boost their earnings and incur rent savings, Keene Housing's second rent reform, the triennial recertification model, was primarily developed to increase administrative savings and calls for the re-certification of a tenant's rent contribution every three years (with limited interim re-certifications) instead of the standard yearly re-certification. Residents undergoing triennial re-certifications demonstrated the largest income growth among Keene Housing's properties housing work-able households between 2015 and 2018, which led Keene Housing to embark on a systematic assessment of the impact of both rent reform programs on improvements tenant economic outlook.

Study Methods

In August 2020, Keene Housing commenced a study of the impact of its two rent reform initiatives and service combinations to measure the impact of these policies on income growth and employment outcomes. The study uses a randomized controlled trial (RCT) design to examine the impact of each alternative rent model and the receipt of services on a set of household outcomes related to economic independence for working-age non-disabled adults³. Eligible (non-disabled, working-age) households entering Keene Housing's MTW program are randomly assigned to a rent reform treatment group or the control group as they matriculate into Keene's rental programs. The control group consists of households paying rents determined using a standard 30% of income-based rent-setting model substantially similar to those prescribed by most HUD programs. Once assigned to a rent reform group or to the control, households are randomly assigned to participate in the RSR program or to receive no goal-setting services. This method results in two treatment groups plus a control group and six subgroups.

Figure One: Treatment Groups plus Control Group



³ Bloom, Howard. *Getting More from Social Experiments*

Rather than serving as a separate treatment, service receipt will act as a covariate due to the size of Keene Housing's programs and the resulting length of time that would be needed to fill five separate service/rent reform combination treatment groups and a control group as part of an RCT design. Based on the average yearly rate of matriculation in and out of Keene Housing's rental programs, each treatment group and the control will contain approximately 50 households leading to a total sample size of 150 households by the end of the study, an estimated nine years.

Data

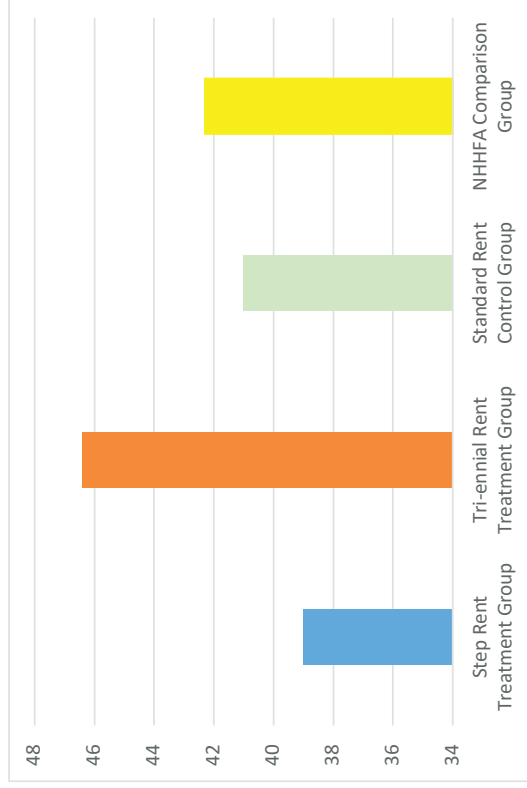
An initial data benchmark of the two rent reform programs as well as the comparison group and the control group were taken before the official start of the study in August, 2020. This data benchmark represents current trends in the programs before the new design was implemented. Unlike the study design, all Step Rent group participants reflected in the data also took part in the RSR program and no Triennial or Control participants took part in the RSR program. As participants matriculate into the study groups, future data benchmarks will report both aggregated data from each treatment group at large (including both new study participants and ongoing pre-study participants) and data from the new entrants in each group only.

The data used for the benchmark are as of January 2020, except where noted, and were extracted through Keene Housing's data systems. Data requested included de-identified information on household income and employment status, and household demographics. A full list of fields can be found in the accompanying spreadsheet. Follow-up data on tenant rental payments and admission dates were provided in September 2020 and December 2020 by Keene Housing. Similar data from January 2020 were also provided for a comparison group by the New Hampshire Housing Finance Authority (NHHFA).

Results

Comparing demographic and income data across groups, the two rent reform programs seem to be representative of Keene Housing's general population as found in the Keene control group as well as the comparison group of assisted renters served by NHHFA. The head of the household across groups average 39 to 42 years of age with the exception of the Triennial group, in which the average age of the household head is 46. The Step Rent group has the youngest household heads at 39 years of age, on average. Taking into account all adults living in a household, the Step Rent group continues to have the youngest adult population at 37 years of age, on average, and the Triennial group continues to have the oldest adult population at 43 years of age, on average. NHHFA does not provide data on the ages of adults living in the household.

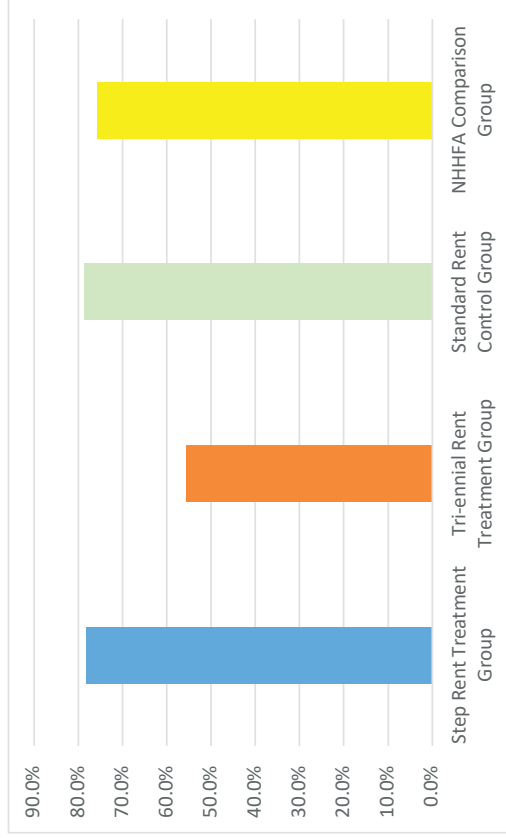
Average Age of Household Head by Group



The majority of households across all programs are headed by women. About 80% of rent reform group households are headed by females, with the Keene control group having a slightly lower rate of female-headed households (73%). Data on household head gender were not provided by NHHFA.

About three-quarters of all households across groups have children 18 or under with the exception of the Triennial group, in which just over half of households have children. Similarly, while over half of Keene Housing households have young children under 12, one-third of households in the Triennial group have young children under 12. Information on the age of children in a household was not provided by NHHFA. Households in the Triennial group have fewer children, on average: 1.1 per household compared to 1.5 per household in the Step Rent, Keene control, and NHHFA groups. Though they have fewer children, on average, the Triennial group exhibits the largest household size, with 3.5 members per household, on average. The Step Rent and NHHFA groups have slightly smaller households, with 2.9 members, on average. The Keene control group has the smallest families, with 2.8 persons per household, on average.

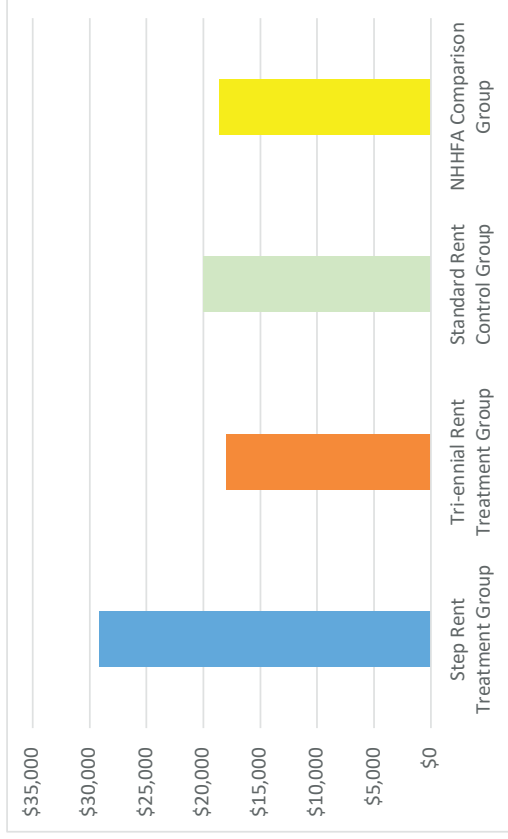
Households with Children 18 or Under by Group



The groups vary more significantly in their average number of family members above 54 and 61. The Triennial group has more working households with members above 54 and 61, 33% and 22% respectively (though this trend could fluctuate as the number of households participating increase), and the Step Rent group has the fewest households at Keene Housing with older working adults over 54 and over 61, 12% and 3%, respectively. The Keene control group has 21% of households with members above 54 and 9% with members above 61. NHHFA provides data on household heads only, with 13% of household heads above 55 and 2.5% above 61. While largely similar to the other Keene Housing NHHFA groups, the Triennial group exhibits slightly older households that may be further along in the child rearing process and contain more multiple adult families.

Households in the Step Rent program exhibit higher annual household incomes, on average, than do the other groups. The Step Rent program household income was substantially higher at \$29k, on average, than either the Keene control group, with annual gross household incomes of \$20k, or the NHHFA comparison group with annual gross household incomes of \$18.5k, on average. Households in the Triennial group exhibited annual gross household incomes just below the control/comparison groups at \$18k per year, on average. However, the benchmark Triennial group has just 18 households at benchmark, so that this figure may fluctuate as more households are added to the study.

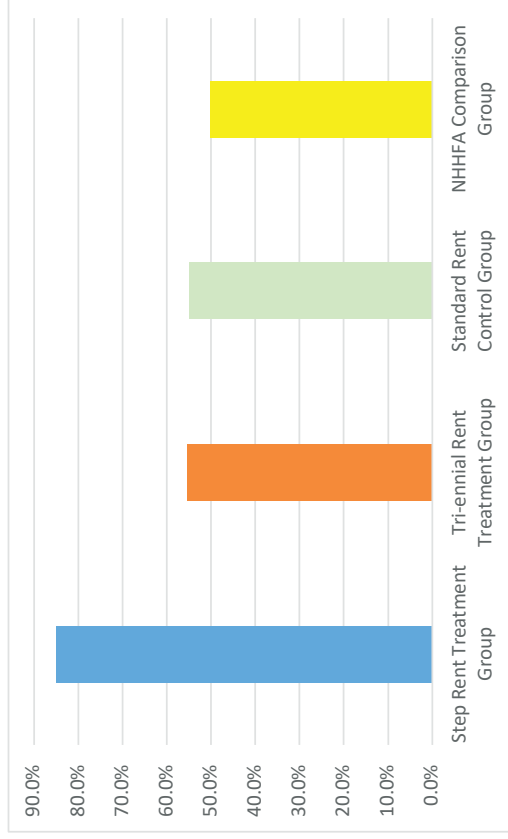
Average Annual Gross Household Income by Group



The rent reform programs have few households with zero income, just 3% in the Step Rent program and 6% in the Triennial program. Just one household has zero income out of 18 households in the Triennial program. The Keene control group had just 3% of households reporting zero income and NHHFA reported 11% of households with zero income. Eighty-five percent of Step Rent households report wages as income, while 56% of Triennial households report wages from work as do 55% of the Keene control and 50% of NHHFA households. Given their higher household incomes, Step Rent households fall at 58% of a living wage, on average. Triennial households fall at 29% of a living wage, on average, and Keene control households fall at 37% of a living wage, on average. NHHFA households fall at 39% of a living wage, on average. The living wage estimate comes from a methodology developed by scholars at MIT and is calculated based on household size, number of children, and whether or not the family is working, when these data are available⁴.

⁴ MIT [living wage calculator](#) for Cheshire County, NH.

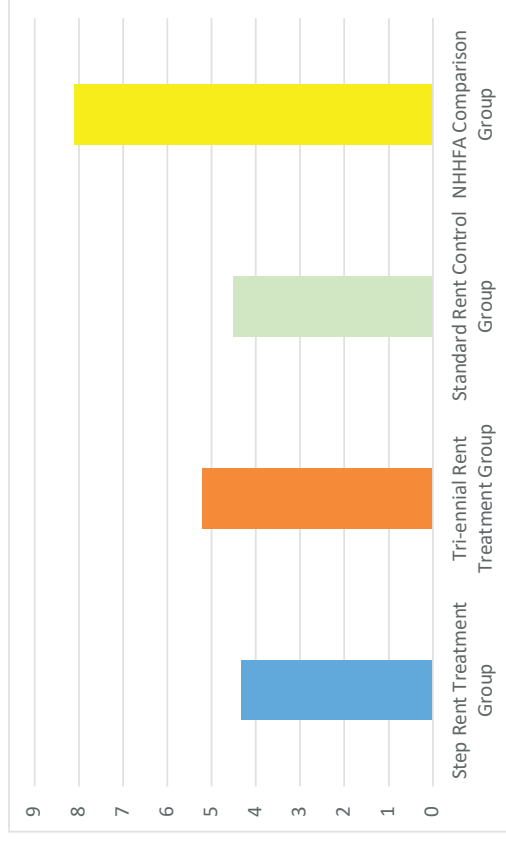
Percent of Households with Someone Earning Wages by Group



Households in the two rent reform programs have similar tenant rent payments (TTP) and lower rent burdens compared to the control and comparison groups. NHHFA's average tenant payment is just under \$500 with the Keene control group TTP averages around \$466. The average TTP is slightly higher for the Step Rent group than for the Keene control group at \$450 per month and the Triennial is below the control/comparison groups at \$371. The average rent burden for Step Rent participants is 19%, on average, and the Triennial household average is 24%. NHHFA tenants demonstrate a rent burden of 32% and Keene control group tenants exhibit an average rent burden of 25%.

Both rent reform groups exhibit lower current stay period than NHHFA tenants. The average time since admittance for the NHHFA tenants is 8 years, while the Step Rent group and the Keene control group tenants been in the program about 4.5 years, on average, and Triennial group tenants have been in the program just over 5 years, on average.

Average Years since Admittance by Group



Step Rent tenants also provided additional financial and education data. Nearly two-thirds of Step Rent tenants report being employed full-time and 20% employed part-time. They also report household savings of just over \$250, on average, and a maximum credit score of 539, on average. Over two-thirds of households report someone having a high school degree and no households report a member with a college degree. However, there may be more households that have members holding high school degrees that are also enrolled in training and did not explicitly note they had a high school degree. Almost 10% of households had someone pursuing post-secondary education. Up to 2% of adults had recently received a raise or promotion or had completed new training. Just under one-third of households note currently being in need of childcare to work and 13% included a disabled family member.

Conclusions

Participants in Keene Housing's Step Rent, Triennial, and Control groups are all fairly similar in demographic characteristics. As a result, the Keene control group and NHHFA comparison group represent reasonable control or comparison groups to be used to understand the impacts of participating in Keene's two rent control program groups. Notable differences include the higher average annual gross household income of Step Rent participants and the slightly higher adult ages and household composition differences among the Triennial group. The results from the current Triennial group may fluctuate due to the small sample. We will continue to update the benchmarks yearly both aggregated by program and aggregated by new individuals entering the study by program.