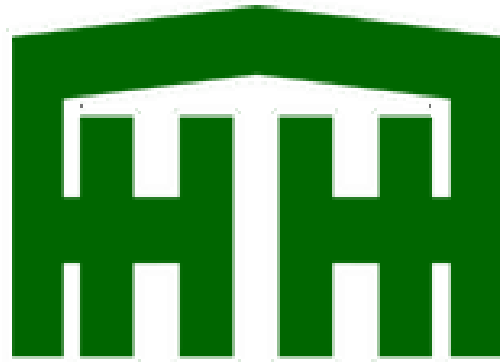


Holyoke Housing Authority



MOVING TO WORK ANNUAL PLAN

HHA FISCAL YEAR 2014
(JANUARY 1, 2014 TO DECEMBER 31, 2014)

Revised Submission to HUD: August 22, 2014

Holyoke Housing Authority
Moving to Work Annual Plan

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I. Introduction

In September 2013, the Holyoke Housing Authority (“HHA”) entered into a Moving To Work (“MTW”) Agreement with the US Department of Housing and Urban Development (“HUD”). HHA is one of only four new MTW agencies selected by HUD as part of a national competition conducted in 2012. The term of the MTW Agreement extends until December 31, 2018.

Moving To Work is a demonstration program created by Congress in 1996 which permits a limited number of participating Public Housing Authorities to combine Public Housing Operating Fund, Capital Fund and Housing Choice Voucher Program funding into a single, agency-wide block grant and to design and test flexible, locally-tailored approaches to administering its low-income housing programs. Subject to HUD approval, MTW agencies are allowed to waive some provisions of the US Housing Act of 1937 to promote one or more of the MTW statutory objectives, which can be summarized as follows:

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

HHA’s MTW designation provides an opportunity to develop innovative local solutions to the City of Holyoke’s unique local needs and challenges while promoting MTW’s statutory objectives. In the context of ongoing reductions in federal funding to HHA and other Public Housing Authorities nationwide, HHA believes that MTW designation will provide a critically important set of tools that will: help to leverage and increase the positive impact of limited federal funding; promote HHA’s long-term objectives to revitalize Holyoke’s public housing portfolio and surrounding neighborhoods including the City’s Arts and Innovation District; provide HHA residents with training and other supportive services so that they can obtain good-paying jobs and/or become first-time homebuyers; improve and streamline administration of both the Public Housing and Housing Choice Voucher programs; and, increase the range and quality of housing choices for low-income households.

HHA is required to submit an MTW Annual Plan for HUD approval in advance of each fiscal year. This document, which is organized according to HUD’s requirements, describes HHA’s planned activities under the MTW Demonstration for Fiscal Year 2014, i.e. the period from January 1, 2014 through December 31, 2014. Public review and comment will be solicited prior to HHA Board review and approval and submission to HUD.

Long-Term MTW Goals and Objectives

HHA has identified the following goals and objectives for the remaining five year term of the MTW Agreement. These long-term plans are expected to evolve over time in response to changing conditions, new opportunities and resident and community feedback:

Increasing the number of HHA residents who are working or actively engaged in educational or job training programs - Through creative partnerships with experienced educational and job training partners, HHA plans to expand the range and quality of training, education and job placement services provided to HCV and Public Housing residents. Programs such as the proposed Career Advancement Program (CAP) described below in the Approved MTW Activities chapter represent a first step towards achieving this vision.

Implementing incentives for resident economic self-sufficiency – HHA recognizes that the current national rent system does not provide sufficient incentives for residents to seek out and obtain employment. Therefore, HHA’s vision is to streamline the rent system and to build in additional incentives so that the rent system itself does not present an obstacle to self-sufficiency. The CAP program coupled with the Biennial Recertification and Asset Self Certification initiatives are designed to support this goal. In the implementation of rent reform initiatives, HHA is committed to working with HUD and our evaluation partner to test out whether in fact these programs will generate positive outcomes.

Increasing High School Graduation Rates and Improving Educational Attainment – Holyoke has one of the lowest high school graduation rates in the state. HHA intends to collaborate with the Public School system and others to identify strategies that can be adopted with MTW flexibility to encourage higher graduation rates, support early childhood learning and improve educational attainment among HHA youth. HHA has also begun discussions with Holyoke Community College regarding potential scholarship programs and/or other programs that may reward high school graduation. HHA may incorporate such activities in future MTW Plans.

Reducing homelessness in Holyoke – HHA has been working for decades to reduce homelessness in Holyoke. While much progress has been made, continuous and ongoing efforts are needed. HHA’s vision for MTW includes adopting flexible programs and policies that, in tandem with our partnership with mission-oriented local agencies, will secure permanent housing solutions and reduce chronic homelessness.

Supporting sustainable development and community-wide neighborhood revitalization efforts – HHA believes that MTW flexibility can help to support and energize the City’s ongoing revitalization objectives with an emphasis on the new Arts and Innovation District. This area includes a newly constructed transit hub, and the City has engaged developers and the community in a plan designed to transform the downtown consistent with transit-oriented development and sustainability principles. HHA’s Lyman Terrace public housing development is proximate to the district, and its proposed revitalization will reinforce and provide synergy to the activities planned for the Arts and Innovation neighborhood. HHA wants to ensure that as the Arts and Innovation area is revitalized, affordable housing resources remain available for low-income households, and that newly generated jobs and small business opportunities benefit HHA residents. The planned Neighborhood Revitalization initiative discussed below will support this long-term goal. Other initiatives may be proposed in future Annual Plans.

Streamlining and reducing the cost of HHA operations - In light of ongoing and severe restrictions on federal funding, it is more important than ever to focus efforts on streamlining administration and reducing transaction costs. HHA’s MTW vision includes identifying more flexible and cost-effective methods to administer federal housing programs. HHA intends to do this in a manner that is not just less expensive, but that actually results in a better, more transparent and predictable customer experience for our residents and the general public.

Examples of how this vision will be implemented are reflected in the short-term MTW activities discussed below.

Leveraging non-HUD resources to respond to the housing and related service needs of Holyoke's low-income households - HHA's vision for MTW includes ongoing efforts to secure additional non-HUD funding sources to address housing and related service needs. Project-basing of vouchers in the Arts and Innovation District provides one example of how HUD funding can be used to leverage private equity and other development resources. HHA also intends to explore how MTW can leverage new funds and support implementation of enhanced services for seniors and people with disabilities living in HHA developments.

Short-Term MTW Goals and Objectives

In late September 2013, HHA received HUD approval to proceed with five (5) MTW activities. As more fully described in Section IV below, full implementation of each of these activities requires substantial upfront planning time to develop policies, procedures, staff training, monitoring systems and other activities to ensure successful efforts. Planned activities for FY 2014 include:

Provide training and jobs to residents through the Career Advancement Program ("CAP") in partnership with Holyoke Works, Holyoke Community College, NuestrasRaices and other community partner agencies. Through the CAP initiative, HHA plans to provide up to 68 currently unemployed HHA residents with training and employment placement assistance through established HHA partner programs. Training and placement will focus on "green" jobs and other employment sectors for which there is documented demand for trained workers in the Holyoke area. This initiative includes a "rent reform" component, i.e. employment income received by participating residents will be fully excluded from income calculations for the entire first year, and then will be gradually phased in. In FY 2014, HHA plans to finalize program requirements, develop Memoranda of Understanding with its key partners, conduct information sessions for prospective participants and work with HHA's evaluation partner to finalize plans for establishing control and treatment groups.

Encourage employment and simplify program administration by implementing a Biennial Recertification and Streamlined Asset Certification Program for Public Housing and Housing Choice Voucher program households. To encourage adults to obtain employment and to simplify program administration, HHA plans to modify its income recertification policy, moving from an annual process to a biennial process. Under the new policy, HHA residents will be recertified every two years; however, they will continue to be eligible for interim recertifications in the event that there is a decrease in household income. In tandem, HHA will streamline the recertification process by allowing residents to self-certify assets when the combined gross value of assets is less than \$50,000. In FY 2014, HHA will modify its software programs, revise procedures, prepare client letters and materials, conduct staff training and establish a system-wide roll out schedule for this initiative.

Support neighborhood revitalization and Holyoke's Center City Vision Plan through targeting of Project Based Vouchers. The Center City Vision Plan focuses on revitalizing the Arts and Innovation District through a comprehensive transit-oriented redevelopment strategy. The City envisions creating a vibrant, sustainable downtown with a thriving arts and culture component and easy access to regional transit. Construction of the regional multi modal transit bus hub is completed, the City is in the process of developing a new train platform on the Amtrak Northeaster rail line completion, and planning is well underway for redevelopment of

existing former manufacturing and office buildings for retail and housing uses. HHA initially plans to target up to 30 Project Based Vouchers in order to encourage private investment and ensure the continued availability of affordable housing in this newly revitalized community. In FY 2014, HHA projects that it will issue an RFP for developers and select one or more projects for this initiative and enter into commitments for Project Basing of units.

Establish a risk-based inspection system for the Housing Choice Voucher Program.

HHA is committed to ensuring that all units leased under the HCV Program comply with Housing Quality Standards and provide decent, safe and sanitary housing. Based on agency experience, it is clear that a portion of the HCV portfolio consists of well-managed, good quality housing for which annual inspections are not required. For those units with low risk and high standards, HQS inspections will be conducted every two years (unless either the resident or owner requests a more frequent inspection). In FY 2014, HHA will modify its software programs, revise procedures, prepare owner and client letters and materials, conduct staff training and establish a system-wide roll out schedule for this initiative.

Non-MTW Goals and Objectives

Non-MTW activities are defined by HUD as those activities that do not require MTW authority or flexibility to implement. In addition to its planned long and short-term MTW activities, HHA will continue to implement a broad array of housing management, maintenance and supportive services efforts. HHA will continue to effectively manage Mod Rehab and Mod Rehab SRO programs that are not part of the MTW Demonstration. HHA will also continue to operate state-assisted public housing and leasing programs subject to continued state funding. HHA may apply for one or more of the following funding opportunities during FY 2014:

- **Resident Opportunity and Supportive Services (ROSS)** - HHA intends to apply for additional funding awards through the ROSS program and reapply for ROSS funding currently utilized by HHA.
- **Family Self-Sufficiency (FSS)** - HHA intends to reapply for funding under both the Public Housing and Housing Choice Voucher Programs. HHA may request increased funding amounts in order to expand both programs.
- **Other-** HHA will continue to monitor federal, state, municipal, and private funding opportunities and may apply for awards to support the goals of the MTW Demonstration, to support self-sufficiency for Holyoke

HHA may explore the feasibility of converting one or more federal public housing developments under the Rental Assistance Demonstration (“RAD”) program; however, any such conversion will be subject to HHA Board approval and to the public review processes described in HUD’s RAD Notice. In addition, HHA may apply for HUD and other competitive funding opportunities and/or take other necessary actions consistent with the table below:

Name and Location	Development Activities	Demo/Dispo Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Beaudoin Village 40 Leary Drive	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private	None	None	Possible conversion of unit/parcels for residential unit reconfiguration and commercial,	None

Name and Location	Development Activities	Demo/Dispo Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
	funds with Choice Neighborhoods and/or LIHTC Application			economic development, management offices, community and supportive services offices, and/or open space	
Beaudry-Boucher Apartments 68 Cabot Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	HHA monitors its waiting list and may apply for additional designated housing dependent upon need	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	None
Churchill Homes I 349 Walnut Street	None	None	None	None	None
Churchill Homes II 334 Elm Street	None	None	None	None	None
Coughlin Apartments 300 Walnut Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	HHA monitors its waiting list and may apply for additional designated housing dependent upon need	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	None
Falcetti Towers Apartments 475 Maple Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	HHA intends renew the elderly only designated housing plan.	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	None

Name and Location	Development Activities	Demo/Dispo Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Lyman Terrace 5 Hampden Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	Demolition and disposition application to be submitted in connection with neighborhood revitalization efforts in FY 2014.	HHA monitors its waiting list and may apply for additional designated housing dependent upon need	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	Possible homeownership component in connection with potential modernization and revitalization
Ramos Units Scattered Site	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	None	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	Possible homeownership component in connection with potential modernization and revitalization
Rosary Towers 21 Bowers Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	HHA monitors its waiting list and may apply for additional designated housing dependent upon need	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space.	None
Toepfert Apartments 22 North Summer Street	Possible candidate for modernization, ESPC, rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application	None	HHA monitors its waiting list and may apply for additional designated housing dependent upon need	Possible conversion of unit/parcels for residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	None
Zielinski Apartments	Possible candidate for modernization, ESPC,	None	HHA monitors its waiting list and	Possible conversion of unit/parcels for	None

Name and Location	Development Activities	Demo/Dispo Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
70 Walnut Street	rehabilitation with capital funds, bond proceeds, MTW, program income, private funds with Choice Neighborhoods and/or LIHTC Application		may apply for additional designated housing dependent upon need	residential unit reconfiguration and commercial, economic development, management offices, community and supportive services offices, and/or open space	

II. General Housing Authority Operating Information

The tables and information in this section are required by HUD Form 50900.

II.1 Housing Stock Information

A. Planned New Public Housing Units to be Added During the Fiscal Year

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
n/a	0	0	0	0	0	0	0	0	n/a	0	0
n/a	0	0	0	0	0	0	0	0	n/a	0	0
n/a	0	0	0	0	0	0	0	0	n/a	0	0
n/a	0	0	0	0	0	0	0	0	n/a	0	0
Total Public Housing Units to be Added								0			
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other											
If Other, please describe: n/a											

B. Planned Public Housing Units to be Removed During the Fiscal Year

PIC Dev. # / AMP and PIC Dev. Name	Number of Units to be Removed	Explanation for Removal
n/a	0	n/a
n/a	0	n/a
n/a	0	n/a
Total Number of Units to be Removed	0	

C. New Housing Choice Vouchers to be Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
Northeast Apartments	44	HHA will add 44 units at Northeast Apartments to its project-based inventory through HUD's Rental Assistance Demonstration Program.
n/a	0	n/a
n/a	0	n/a
n/a	0	n/a
Anticipated Total New Vouchers to be Project-Based	44	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

D. Other Changes to the Housing Stock Anticipated During the Fiscal Year

HHA intends to submit a demo/dispo application for Lyman Terrace, as part of a long-planned revitalization project. HHA is currently working with the city and local stakeholders to explore redevelopment options. All plans currently under consideration involve removing some but not all of the 167 public housing units at Lyman Terrace. HHA intends to submit the revised demo/dispo application during FY 2014; however, actual demolition is unlikely to occur until FY 2015.

Under the Neighborhood Revitalization MTW Activity HHA may allocate up to 30 project-based vouchers in the Holyoke Arts & Innovation District. Precise timing of this is uncertain at the present time and therefore the PBV are not accounted for on the chart in Section C above.

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

The following chart provides a summary of planned capital expenditures for HHA's Federal public housing developments during FY 2014. Actual Expenditures may vary.

Public Housing Development	Planned Improvements	Projected Expenditures for FY 2014
Beaudoin Village	Tree Trimming and Sidewalk Repairs	\$5,048
Rosary Towers	Community Room Upgrades	\$5,000
	Kitchen Upgrades	\$189,000
Toepfert Apartments	Hot Water Upgrades	\$135,000.00
	Floor Replacement	\$124,178
	Tree Trimming and Sidewalk Repairs	\$5,000
Zielinski Apartments	Concrete Balcony & Band Repair	\$139,950

II.2 Leasing Information

A. Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***		
Federal MTW Public Housing Units to be Leased	903	10836		
Federal MTW Voucher (HCV) Units to be Utilized	1192	14304		
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	0	0		
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	0	0		
Total Households Projected to be Served	2095	25140		

B. Reporting Compliance with Statutory MTW Requirements

HHA is not out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement.

C. Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers, and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Public Housing	Leasing projections may be impacted by Lyman Terrace leasing schedule.

II.3 Wait list

A. Wait List Information Projected for the Beginning of the Fiscal Year

Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
Housing Choice Voucher	Statewide	120,750	Open	N/A
Housing Choice Voucher	Statewide with Holyoke Residency	3,529	Open	N/A
Federal Public Housing	Merged (excluding Churchill Homes)	983	Open	N/A
Churchill Homes	Site-Based	60	Partially Open	Yes

The Federal public housing site-based waiting list at Churchill Homes is currently open only to one income tier; however, it is projected to be opened to all income tiers prior to the start of the plan year. The Housing Choice Voucher (Statewide and Statewide with Holyoke Residency) and Federal Public Housing (excluding Churchill Homes) waitlists are open to all applicants.

HHA will give preference to RAD clients at Northeast Apartments who request an HCV tenant-based voucher after their first year of assisted tenancy following conversion over those who are on the statewide waiting list for a HCV tenant-based assistance.

HHA does not anticipate any changes to the organizational structure or policies of the waitlist.

III. Proposed MTW Activities

HHA has no proposed MTW Activities at this time.

IV. Approved MTW Activities

A. Implemented Activities – None

B. Not Yet Implemented

Activity One: Career Advancement Program

1. Status

This activity was first proposed in HHA's MTW Year 1 Annual Plan submitted to HUD in May 2013. Final HUD approval was not received until September 2013. As such, HHA has not yet implemented this activity.

2. Approved Activity

HHA will use its MTW Authority to partner with local non-profit and educational institutions to develop the Career Advancement Program (CAP). The goal of this activity is to encourage HHA clients to improve their long-term employment prospects, to increase the number of HHA clients with earned income, and to increase the savings of program participants. HHA will accomplish this by offering an incremental income disregard for all clients who have graduated from an approved professional development program and who have obtained employment.

This disregard will be open to any HHA Public Housing or HCV client who has not had earned income for a period greater than one year and who is interested in entering the workforce. All clients must meet eligibility requirements of the partner program they choose, which in some cases may limit participation to clients who are currently unemployed. HHA will divide clients into a control and treatment group for purposes of its rent reform study. The control group will not be eligible for this income disregard.

Once HHA has verified that the client participating in CAP successfully completed an approved job training program, the individual's income disregard will be structured as follows:

- 100% of the individual's earned income less the client's prequalifying earned income will be disregarded for the first twelve months following graduation from the program.
- 75% of the individual's earned income less the client's prequalifying earned income will be disregarded for the second twelve months following graduation from the program.
- 50% of the individual's earned income less the client's prequalifying earned income will be disregarded for the third twelve months following graduation from the program.
- 25% of the individual's earned income less the client's prequalifying earned income will be disregarded for the fourth twelve months following graduation from the program.

- After the final twelve months at the 25% disregard level, the individual's rent and income calculation will be in accordance with standard HHA rent and income calculation policies. There will be no earned income disregard.

3. Timeline and Plan for Implementation

In FY 2014 HHA will establish working groups to address and develop specific program policies, procedures, and software modifications for the CAP initiative. HHA will also work with partner agencies to develop a memorandum of understanding and interagency program requirements. Additionally, HHA will hold information sessions to inform clients of the benefits of CAP and earned income disregard. HHA will also work with its evaluation partner in FY 2014 and FY 2015 to evaluate the effectiveness of this program in increasing tenant income, to further refine the metrics used to track the effectiveness of CAP and to define and set guidelines for measuring family self-sufficiency. HHA intends to fully implement CAP and begin enrolling clients in the program beginning in January 2015.

4. Non-Significant Changes or Modifications Since Approval

HHA has not made any changes or modifications to this activity since it was approved. As program development and implementation moves forward, HHA may modify timelines and percentages to promote administrative efficiency and tenant self-sufficiency.

5. HUD Standard Metrics

HHA will use the following HUD standard metrics for this activity:

I. SS #1: Increase in Household Income

Control Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	The average earned income of current HHA participants is \$3,595. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates that the average earned income of the control group households will remain at \$3,595. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	HHA anticipates that the vast majority of individuals utilizing this program will have \$0.00 earned income. HHA will reestablish this baseline to reflect the actual income of those who become enrolled in the program.	HHA anticipates the average earned income of participants will be \$18,720 by the end of the disregard period.HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

II. SS #2: Increase in Household Savings

Control Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	The approximate average savings balance of current HHA participants is \$317. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates the average savings balance of control group participants will remain at \$317.HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Average amount of savings/escrow of households affected by this policy in dollars (increase).	HHA anticipates that the vast majority of individuals utilizing this program will have less than \$100 of household savings. HHA will reestablish this baseline to reflect the actual household average savings of those who become enrolled in the program.	HHA anticipates that households participating in this program will have an increase of \$1,800 in household savings by the end of the disregard period. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

III. SS#3 Increase in Positive Outcomes in Employment Status

Control Group:

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.
(4) Enrolled in Job Training Program (5) Unemployed (6) Other	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

<i>Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.</i>				
Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.
	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

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

Control Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable

Treatment Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	HHA will establish this baseline when the control and treatment group are selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable

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

Control Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (Increase)	79 households receive self-sufficiency services prior to implementation of this activity. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates that 98 households in the control group will receive self-sufficiency services after implementation of this activity. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (Increase)	79 households receive self-sufficiency services prior to implementation of this activity. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates that 86 households in the treatment group will receive self-sufficiency services after implementation of this activity. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

VI. SS#6 Reducing Per Unit Subsidy Cost for Participating Households**

Control Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	HHA will establish this baseline at the time the control and treatment groups are randomly selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	HHA will establish this baseline at the time the control and treatment groups are randomly selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

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

VII. SS#7 Increase in Agency Rental Revenue

Control Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	HHA will establish this baseline at the time the control and treatment groups are randomly selected.	HHA will establish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

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

VIII. SS#8 Households Transitioned to SelfSufficiency

Control Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Number of Households transitioned to self sufficiency (increase).	7 households transitioned to self sufficiency in the year prior to implementation of this activity. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates that 7 households in the control group will transition to self sufficiency after implementation of this activity. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

Treatment Group:

Unit of Measurement	Baseline*	Benchmark	Outcome	Benchmark Achieved?
Number of Households transitioned to self sufficiency (increase).	7 households transitioned to self sufficiency in the year prior to implementation of this activity. HHA will reestablish this baseline at the time the control and treatment groups are randomly selected.	HHA anticipates that 7 households in the treatment group will transition to selfsufficiency after implementation of this activity. HHA will reestablish this benchmark at the time the control and treatment groups are randomly selected.	This activity is still in the planning stage.	Not applicable.

** All baselines include public housing and HCV clients; however, the Churchill Homes public housing development is managed by a third-party and HHA does not have easy access to the managing company's data systems. As such, the baselines do not currently include the 100 residents at that development. HHA is currently working to integrate the two to systems and will update the baselines accordingly.*

Activity Two: Biennial Recertifications

1. Status

This activity was first proposed in HHA's MTW Year 1 Annual Plan submitted to HUD in May 2013. Final HUD approval was not received until September 2013. As such, HHA has not yet implemented this activity.

2. Approved Activity

HHA will use its MTW Authority to begin recertifying clients in both the Housing Choice Voucher Program and the Public Housing Program on a biennial schedule. The documentation requirements for the recertification process are time consuming and burdensome, and generally, tenant rents do not vary greatly from year to year. By moving to a biennial recertification schedule, HHA will be able to reallocate staff resources to other program areas and staff will have more time to ensure income reviews are accurate and thorough.

Zero-income households and households on minimum rent will continue to be subject to annual or more frequent recertification requirements. Additionally, MTW households will remain subject to all interim reexamination policies outlined in HHA's Administrative Plan and/or ACOP. HHA will continue to allow clients to request interim rent decreases when income changes, and clients will not be required to report changes between regular recertifications unless for a reason required in HHA's Administrative Plan and/or ACOP, i.e. change in household composition. Clients participating in the Career Advancement Program may be subject to additional interim reporting requirements described in the applicable section of the MTW Plan and/or implementing policies/procedures.

3. Timeline and Plan for Implementation

In 2014, HHA will develop activity policies and procedures, forms, and staff training materials, as well as a transition schedule. HHA will work with the agency's software provider to modify current software to ensure a smooth transition to a biennial schedule. Clients will begin to phase onto a biennial recertification schedule in September 2014. To avoid an "on-year" and "off-year" cycle, HHA will randomly divide clients into two equal groups. One group will be recertified between September 2014 and August 2015, and other group will be recertified beginning September 2015.

4. Non-Significant Changes or Modifications Since Approval

HHA has not made any changes or modifications to this activity since it was approved. HHA may consider revisions to recertification requirements post implementation.

5. HUD Standard Metrics

HHA will use the following HUD standard metrics for this activity:

I.CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	The average hourly wage for an HHA employee is \$23.87. Therefore, HHA spends \$87,770 each year to provide staffing for the recertification process. HHA will reestablish this baseline prior to implementation of this activity.	HHA expects a 30% decrease in the amount of staff hours spent annually, which will amount to an activity cost of \$61,439. HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

II.CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	HHA estimates that each recertification takes 105 minutes of staff time. This equals 3,677 hours in staff time across all public housing and HCV clients. HHA will reestablish this baseline prior to implementation of this activity.	HHA expects a 30% reduction in staff hours spent annually, which will amount to 2,574 hours in staff time dedicated to this activity. HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

III. CE #5: Increase in Agency Rental Revenue**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	HHA will establish this benchmark prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

IV. SS #1: Increase in Household Income

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	HHA will establish this baseline prior to implementation of this activity.	HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

V. SS # 3: Increase in Positive Outcomes in Employment Status**

Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Enrolled in an Educational Program or Job Training (3) Unemployed	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.
	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

VII. SS # 8: Households Transitioned to Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
<p>Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p>	<p>HHA will establish this baseline prior to implementation of this activity.</p>	<p>HHA will establish this benchmark prior to implementation of this activity.</p>	<p>This activity is still in the planning stage.</p>	<p>Not applicable.</p>

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

Activity Three: Revised Asset Policies

1. Status

This activity was first proposed in HHA's MTW Year 1 Annual Plan submitted to HUD in May 2013. Final HUD approval was not received until September 2013. As such, HHA has not yet implemented this activity.

2. Approved Activity

Holyoke Housing Authority will use its MTW Authority to revise requirements for the verification, calculation, and inclusion of asset income. Verifying and calculating assets is a time consuming process, and clients rarely have enough assets to impact the final rent determination.

In order to streamline the recertification process, HHA will make three revisions to the existing asset policy:

- **Self-Certification of Assets-** Clients will be permitted to self-certify all assets, when the family's combined market asset value is less than \$50,000. For families whose market value of their assets is greater than \$50,000, asset verification will be subject to standard HUD verification requirements. HHA will determine asset value using market, rather than cash value.
- **Calculation of Asset Income-** When determining asset income, HHA will always use the market value of the asset and impute asset income using HHA's established passbook savings rate.
- **Exclusion of Asset Income-** All asset income below \$500 will be excluded.

3. Timeline and Plan for Implementation

HHA will begin in FY 2014 by developing policies and procedures regarding the revised asset policies. HHA will also work with the agency's software provider to make the applicable changes to the software system during the first quarter of FY 2014. Prior to implementation, HHA will educate clients and train staff on the new asset requirements. The revised asset policies will be made effective by the beginning of the second quarter of FY 2014 at which time the new policies will be applied to each client's first interim or regular reexamination.

4. Non-Significant Changes or Modifications Since Approval

HHA has not made any changes or modifications to this activity since it was approved.

5. HUD Standard Metrics

HHA will use the following HUD standard metrics for this activity:

I.CE #1: Agency Cost Savings

Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	The average hourly wage for an HHA employee is \$23.87. Therefore, HHA estimates spending \$4,678 each year to verify assets.	HHA expects a 90% decrease in the amount of staff hours spent annually, which will amount to a total of cost of \$468 to verify assets.	This activity is still in the planning stage.	Not applicable.

II.CE #2: Staff Time Savings

Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	There are currently 588 HHA clients with assets, which take on average twenty minutes to verify and calculate. This equals 196 hours in staff time across all public housing and HCV clients.	HHA expects a 90% reduction in staff hours spent annually, which will amount to a total 20 hours of staff time needed to verify assets.	This activity is still in the planning stage.	Not applicable.

III. CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	HHA quality control samples demonstrate that 0 % of files have asset related errors. HHA will reestablish this baseline prior to implementation of this activity.	HHA anticipates the number of files with asset related errors will be less than 10% HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

VI. CE #5: Increase in Agency Rental Revenue**

Unit of Measurement	Baseline*	Benchmark*	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

** All baselines include public housing and HCV clients; however, the Churchill Homes public housing development is managed by a third-party and HHA does not have easy access to the managing company's data systems. As such, the baselines do not currently include the 100 residents at that development. HHA is currently working to integrate the two to systems and will update the baselines accordingly.*

Activity Four: Neighborhood Revitalization

1. Status

This activity was first proposed in HHA's MTW Year 1 Annual Plan submitted to HUD in May 2013. Final HUD approval was not received until September 2013. As such, HHA has not yet implemented this activity.

2. Approved Activity

Holyoke Housing Authority will use its MTW Authority to set-aside project based vouchers to be targeted at new or renovated developments in Holyoke's Arts & Innovation District. In August 2009, the City of Holyoke began the implementation of the Holyoke Center City Vision Plan, the transit-oriented redevelopment plan for Center City and its surrounding neighborhoods. The revitalization of Holyoke's Arts & Innovation district is an essential component to this plan, and HHA's commitment of thirty project-based units to the area will help ensure that affordable housing is a central component of the area's revitalization.

HHA may waive the requirement limiting the number of PBV units in a project to 25% of the total number of units in that project. Additionally, HHA may allow PBV sites to develop their own tenant selection plans, provided the plans receive HHA approval and are consistent with the goals of the city's transformation plan.

Lastly, HHA will waive or revise the requirement that HHA offer tenant-based rental assistance to clients after one-year of occupancy in the assisted unit. HHA believes this is necessary to ensure the PBVs are serving the intended purpose of revitalizing the Arts & Innovation District and are not being used as a means of obtaining tenant-based vouchers. This limitation will not apply to households seeking to moves due to domestic violence under VAWA and/or as a reasonable accommodation for a person with a disability.

The goal of this activity is to promote development in the Art's & innovation District which will allow low-income households to move to a new or rehabilitated unit in a neighborhood of opportunity. HHA will initially set aside thirty project-based vouchers for this activity; however, this number may be revised in future years depending on the success of this activity. HHA will award project-based contracts as the city's transformation plan progresses and as new units come on line in the area.

3. Timeline and Plan for Implementation

HHA has issued a RFP for developers interested in receiving project-based assistance for units located in the Arts & Innovation district and anticipates selecting a developer(s) in mid-2014. HHA will continue to negotiate with the selected developer(s) on the number and type of units to receive project-based assistance. Implementation of this initiative will be based on the construction schedule of the selected developer.

4. Non-Significant Changes or Modifications Since Approval

HHA has not made any changes or modifications to this activity since it was approved. HHA will continue to work in concert with the City of Holyoke and partner agencies as they proceed with the implementation the Holyoke Center City Vision Plan. HHA may modify this activity as the needs of Center City and the surrounding neighbors change.

5. HUD Standard Metrics

HHA will use the following HUD standard metrics for this activity:

I. CE #1: Agency Cost Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

II. CE #2: Staff Time Savings**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

III. HC #4: Displacement Prevention**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	HHA will establish this baseline prior to implementation of this activity.	HHA will establish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

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

IV. HC #5: Increase in Resident Mobility

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	HHA anticipates that up to thirty families will move into newly developed project based units over the next five years. HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

Activity Five: Biennial HQS Inspections

1. Status

This activity was first proposed in HHA's MTW Year 1 Annual Plan submitted to HUD in May 2013. Final HUD approval was not received until September 2013. As such, HHA has not yet implemented this activity.

2. Approved Activity

Holyoke Housing Authority will use its MTW Authority to develop and implement a risk-based HQS inspection schedule in the Housing Choice Voucher Program. Units will continue to be physically inspected annually, unless HHA designates the unit as "low-risk" per the criteria listed below. Units designated as "low-risk" will be moved to a biennial schedule for physical inspections. In the place of the physical inspection, on the off year landlords of "low-risk" units will be required to self-certify that the units meet HQS standards. Creating a risk-based inspection program will serve the dual purpose of reducing staff time spent inspecting well-kept units and incentivizing landlords and residents to maintain their units.

3. Timeline and Plan for Implementation

In FY 2014, HHA will meet with inspection staff, prepare policies and procedures, and begin staff training as well as implement software modification related to the implementation of biennial HQS inspections. At the end of FY 2014, HHA will begin notifying tenants of the new inspection policy. HHA will conduct HQS inspections for all HCV units in Fiscal Year 2015. Using inspection results from Fiscal Year 2015, HHA will allow the qualified units to transition to the biennial inspection schedule. Additionally, HHA will continue to conduct both tenant and owner complaint inspections and all other HUD-mandated or HHA-initiated inspections.

4. Non-Significant Changes or Modifications Since Approval

HHA has not made any changes or modifications to this activity since it was approved. During the planning stage for this activity, HHA may modify the criteria to achieve greater administrative efficiency and to further incentivize owners and tenants to maintain and improve unit conditions.

5. HUD Standard Metrics

HHA will use the following HUD standard metrics for this activity:

I. CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	The average HHA HCV inspector makes approximately \$25.39 an hour. This equates to \$59,920 being spent annually to staff the inspections process. HHA will reestablish this baseline prior to implementation of this activity.	HHA estimates the new cost of this activity will be \$53,166.HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

II. CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	HHA estimates that it takes 120 minutes to conduct the average inspection process (from scheduling through passing). This amounts to 2,360 hours annually across all HCV clients. HHA will reestablish this baseline prior to implementation of this activity.	HHA estimates that 39% of its units will be designated as “low-risk” and the staff time burden for monitoring self-certification will be 30 minutes annually. Therefore, HHA estimates this activity will require 1,662 hours after implementation of this initiative. HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

III. CE #3: Decrease in Error Rate of Task Execution

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	HHA quality control samples demonstrate that 60% of inspections were completed with no errors. HHA will reestablish this baseline prior to implementation of this activity.	HHA anticipates the number of inspections completed with no errors will increase to 80%. HHA will reestablish this benchmark prior to implementation of this activity.	This activity is still in the planning stage.	Not applicable.

C. Activities on Hold – None

D. Closed Out Activities – None

V. Sources and Uses of Funds

A. Estimated Sources of MTW Funding for the Fiscal Year

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$2,360,000
70600	HUD PHA Operating Grants	\$13,985,000
70610	Capital Grants	\$2,085,397
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$1,640,000
71100+72000	Interest Income	\$17,750
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$175,000
70000	Total Revenue	\$20,263,147

B. Estimated Uses of MTW Funding for the Fiscal Year

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$3,540,000
91300+91310+92000	Management Fee Expense	\$1,640,000
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$202,097
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$1,450,000
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$2,025,850
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total insurance Premiums	\$205,600
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$152,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$500,000

97300+97350	Housing Assistance Payments + HAP Portability-In	\$8,212,600
97400	Depreciation Expense	\$2,110,000
97500+97600+97700+97800	All Other Expenses	\$225,000
90000	Total Expenses	\$20,263,147

C. Describe Activities that will use only MTW Single Fund Flexibility

- Savings achieved from biennial recertifications and inspections will be reallocated to support services for Moving to Work Initiatives.
- The HHA has budgeted \$20,000 to support the first year block grant evaluation.

D. Local Asset Management Plan

Is the PHA allocating costs within statute?

Yes

Is the PHA implementing a local asset management plan (LAMP)?

No

Has the PHA provided a LAMP in the appendix?

No

VI. Administrative

A. Resolutions

On January 9, 2014, the Board of Commissioners of Holyoke Housing Authority passed a resolution approving this MTW Plan. This resolution is included in the Appendix A to this plan.

B. Public Comments

This MTW Plan was made available for public comment on Friday, November 15, 2013 through Monday, December 16, 2013. The public hearing was held on Thursday, December 5, 2013 at Falcetti Towers Community Room, 475 Maple Street, Holyoke, MA. Two (2) individuals attended the public hearing.

C. Planned Agency-Directed Evaluations of Demonstration

Holyoke Housing Authority is partnering with the University of Massachusetts-Amherst (UMass) to work with HHA to evaluate the outcome of the approved activities in this plan, to design and implement the block grant evaluation, and to design and implement future rent reform and block grant studies. It is HHA's intent that the results of these evaluations will help to:

- Determine the effectiveness of rent reform activities as a means of encouraging employment;
- Measure the quantifiable savings associated with waiving certain provisions of the 1937 Act;
- Identify additional uses for federal funds that promote housing choice, self-sufficiency, and cost efficiency; and,
- Promote local program designs that can be provided to housing authorities nationwide.

Dr. Michael Krezmien will lead this effort. His academic career has focused on social and educational inequalities. Much of his research has focused on populations that are heavily represented in subsidized housing program, including current programs serving HHA families. Dr. Krezmien and his colleague Dr. John Carey, have extensive evaluation experience in both the public and non-profit sectors. Due to their experience conducting similar evaluations, HHA believes the UMass partnership will be a valuable asset when designing and implementing evaluations related to its MTW designation.

HHA intends to focus its evaluation on the design and implementation of a rent reform study and a block grant evaluation.

Rent Reform Study- HHA will implement three activities that are categorized as rent reform. These activities include Activity One: Career Advancement Program, Activity Two: Biennial Recertification, and Activity Three: Revised Asset Policies.

HUD has indicated that one of the approved rent reform activities must include establishment of control and treatment groups through random assignment, and in the response to the original MTW Plan, requested that HHA conduct the controlled study for the Career Advancement Program. HHA has begun to work with its evaluation partner to establish the specific

parameters for this study. HHA will also work with its evaluation partner to identify comparable groups across the country, to which HHA can compare its control and treatment groups.

Detailed Block Grant Evaluation- HHA has committed to designing a method that measures and evaluates the aspects of the MTW block grant that result in quantifiable cost savings and other direct measurable outcomes. To ensure that the evaluation is both thorough and statistically valid, HHA intends to spend this year working with its evaluation partner to rigorously test its evaluation criteria and data collection processes. To the extent needed, HHA will work with HUD to finalize the evaluation design.

Among the items that will be assessed as part of this study are:

- Measure the quantifiable cost savings to HHA as a result of the MTW Block Grant including efficiencies gained from streamlining administrative activities. This will involve measuring and determining associated cost savings to the biennial recertification and inspection programs and other initiatives that are designed to promote administrative efficiency ;
- Identify and quantify HHA funds that are used for purposes outside of what is permitted for non-MTW agencies, and quantify the impacts of these expenditures;
- To the extent that some MTW activities may require additional staff time, the evaluation will measure these costs and attempt to quantify the value of any outcomes. For example, the proposed Career Advancement Program may require additional costs for outreach, but is designed to generate additional household income. The study will capture and measure these variables;
- Track the number of affordable housing units that HHA was able to develop/preserve with the MTW Block Grant Funds; and,
- Track the number and characteristics of additional families as a result of MTW Block Grant authority.

HHA will work with the evaluation team (and consult with the HUD MTW Office as needed) to develop the specific metrics that will be used to measure the impact of the MTW Block Grant, to develop and implement tracking mechanisms for each metric, and to designate control groups or baselines for all activities affected by the block grant.

In FY 2014 HHA intends to complete the following tasks:

- Determine specific metrics by which the block grant will be evaluated
- Develop and implement tracking mechanisms that will provide reliable data
- Designate valid control groups, where applicable

The study will make adjustments as needed to reflect changes to annual funding (including factoring in any increases or decreases in funding). Adjustments will also be made to factor in the cost of the MTW evaluation activities including both this Block Grant evaluation and the rent reform controlled study.

As the scope of the block grant evaluation extends across most proposed MTW activities and HHA program areas, HHA believes it will require a full year to establish valid tracking mechanisms and metrics. The metrics measures under the block grant evaluation will incorporate the metrics proposed in all other activities, as well as metrics specific to the block grant. In some cases, HHA may create or revise existing control groups for all activities to

ensure treatment groups are compared to control groups that are essentially identical in composition.

D. Annual Statement/Performance and Evaluation Report (HUD 50075.1)

See Appendix B.

Appendix A

Board Resolutions

Appendix B

Annual Statement/Performance and Evaluation Report (HUD 50075.1)