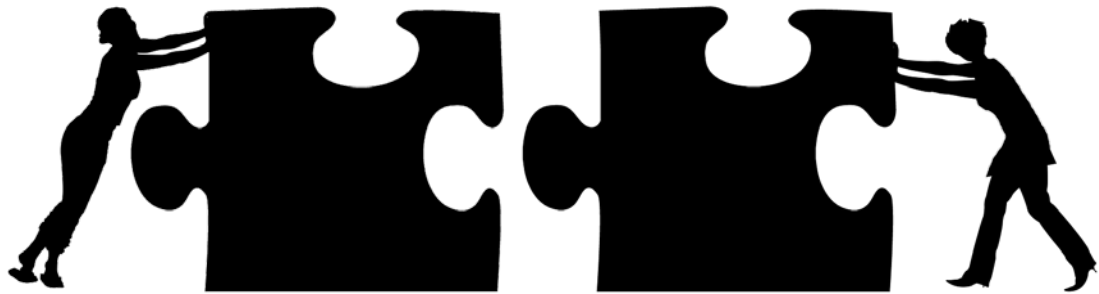


**HOUSING AUTHORITY  
OF THE COUNTY OF SAN MATEO**



**MOVING TO WORK ANNUAL PLAN FY2016**



**San Mateo County Board of Supervisors  
(Sitting as the Board of Commissioners for the Housing Authority)**

Carole Groom, President

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## ***SECTION I***

### ***Introduction***

#### **Overview of the Housing Authority of the County of San Mateo's ongoing MTW goals and objectives**

In 2008, The Housing Authority of the County of San Mateo (HACSM) signed a 10-year MTW Agreement with HUD, expanding its MTW authority to all Section 8 (Housing Choice Voucher) and Section 9 (Public Housing) programs in San Mateo County. With this agreement, HACSM has effectively reduced administrative costs, collaborated with other County of San Mateo Departments and organizations to address and support the end to homelessness for San Mateo County residents, renewed its focus on activities that increase the potential self-sufficiency of current participants, broadened its commitment to increasing affordable housing choices for families, as well as expanded the overall effectiveness of the agency.

Through collaboration with a broad range of community stakeholders, made possible due to the flexibilities of the MTW program, HACSM has been able to take bold steps in supporting San Mateo County residents through program innovation and responsiveness. Following are examples that demonstrate the HACSM commitments to increasing affordable housing choice, supporting the increased self-sufficiency goals of program participants, and developing administrative efficiencies:

#### ***Increasing Affordable Housing Choices***

Since signing the Standard Agreement with HUD in 2008, HACSM has taken active steps to increase and preserve affordable housing options in San Mateo County, some of which include the following:

- Through the disposition of Midway Village, HACSM preserved the affordability and viability of all 150 units by using MTW flexibility to project-base 100% of the units.
- As a result of MTW single-fund flexibilities, HACSM worked with two local affordable housing developers to build a new affordable senior housing complex, known as the Half Moon Village Redevelopment project. This project replaced 60 units of obsolete senior housing units as part of a major new “senior campus” that now includes 197 project-based units, a senior center and an adult day health center. Through an approved MTW activity, HACSM invested \$4 million through a long-term loan, which enabled the leveraging of an additional \$61 million in funding for the project.
- HACSM has implemented a number of rent reform initiatives that empower program participants to take greater personal responsibility when searching for and securing a rental unit, which has created more opportunity and allowed for a broader range of rental units located over a wider geographic area.

In late 2014, due to the extreme housing crisis in San Mateo County, HACSM took some aggressive action to mediate the harsh rental climate for program participants. HACSM is in the process of awarding additional PBV vouchers for new construction housing that will create an additional supply of long-term affordable housing, and through the “Broader Use of Funds” authority, HACSM has submitted an amendment to the FY15 MTW Plan to implement a multi-faceted activity to increase participants’ ability to use their vouchers. The activity includes establishing a contract with partner organizations to provide a housing locator service, expansion of the “Provider Based Assistance” program, establishing a contract with an organization that specializes in shared housing options, and security deposit loan assistance program.

***Promoting Self-Sufficiency***

In FY14, HACSM took another bold step in support of increasing the economic self-sufficiency of program participants. Effective January 2014, HACSM expanded the time-limited MTW Self-Sufficiency Program to serve up to 800 households. All new participants admitted through the voucher waiting list now join the self-sufficiency program. To support the participants, HACSM has utilized the cost savings realized through other MTW initiatives to further enrich the resources and staff time dedicated to this important endeavor.

Implementing this goal has resulted in families utilizing the program for homeownership, increasing their income potential through education and employment advancement, and personal growth and increased financial understanding.

*In FY14, Mr. and Mrs. Boyle successfully graduated from the MTW program.*

*Before enrolling in the MTW program, they'd been enduring the stress of having to survive paycheck-to-paycheck. They wanted to continue their education, but attending college while raising a family seemed impossible.*

*During their participation in the program, Mrs. Boyle completed an AA degree in University Studies from Canada College and a BA degree in Criminal Studies from San Francisco State University. Mr. Boyle completed a BA degree in Earth Science from San Francisco State University. With the stable housing and case management services provided by the MTW program, they both did very well in school and were able to juggle homework, working part time jobs, and raising their four small children.*

*They are now looking forward to building their careers and increasing their earnings. They both have stable employment with the opportunity for advancement. In her program exit letter, Mrs. Boyle stated, "our educational accomplishments have opened the doors to higher paying employment opportunities that will allow us to provide for our family. In addition, homeownership in the near future is now a realistic goal."*





### ***Developing Administrative Efficiencies***

HACSM has re-designed the processes for both initial and on-going eligibility determinations, easing the burden on both participants and Housing Authority staff and increasing the timeliness of the process. For example, HACSM implemented a biennial HQS inspection schedule for all subsidized units, with the provision that all units, at all times, must continue to meet HUD Housing Quality Standards.

In 2014, based on the success of the alternate recertification schedule for households that are elderly or disabled, HACSM was able to establish a triennial schedule, creating additional efficiencies with no loss of program integrity.

### **HACSM's long-term vision for the direction and duration of its MTW program**

MTW flexibility has given HACSM the ability to combine resources, through the fungibility of the MTW block grant, and thus removed significant financial barriers, allowing HACSM the freedom to better address San Mateo County program priorities and community needs. The following are focus areas that HACSM has identified to support this vision:

#### ***Serve More Families***

HACSM is at the mid-point of its five year strategic plan for voucher allocations. The three broad goals of the plan included: 1) Serving residents most in need, 2) Facilitating residents' self-sufficiency, and 3) Building sustainable system capacity.

In 2014, after significant stakeholder engagement, HACSM expanded its five-year, MTW Self-Sufficiency program to include all new applicants from the waiting list. This MTW activity not only gives HACSM the ability to serve more families, but it also strengthens our community by providing a path for program participants to increase their economic self-sufficiency. All new program participants have access to greatly expanded and enriched case management services and to quarterly connections with their HACSM Self-Sufficiency Coordinators. The proposed initiative includes a comprehensive hardship policy for elderly and/or disabled persons as well as for self-sufficiency participants who need some additional time to achieve their goals.

#### ***Expand Community Partnerships and Commitments with Support Service Providers***



HACSM has continued to rigorously and conscientiously expand program partnerships with a variety of educational institutions, work force development providers, and county and community health and social service providers. In late 2014, HACSM hosted its 2<sup>nd</sup> Annual Housing & Resource EXPO.

Over 30 partner organizations attended and met with participants to enroll them in services, assist with financial training programs and savings plans, connect them with job training and hiring services and more. Over 130 program participants attended the event pictured.

### **Provider Based Assistance Programs (PBA)**

In 2011, HACSM used its “block-grant” funding status to create a new rental subsidy program, known as Provider-Based Assistance or PBA. Using an RFP process, HACSM awarded three contracts for up to three years. Each provider serves a population that is typically underserved in the HCV program. The first award was given to CORA (Community Overcoming Relationship Abuse), the organization in San Mateo County that serves survivors of domestic violence (15 units). The second award was given to Service League of San Mateo County that serves persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units). Both programs are well on their way to full utilization and an expansion of the program is under development. The third award was implemented in 2013, with a signed agreement with Human Investment Project (HIP) Housing for their shared housing self-sufficiency program.



#### *A success story. (Clients name has been changed for confidentiality)*

*Deja\* was a victim of domestic violence for 7 years. She met Anthony when she was in High School. They had a very intense relationship from the beginning. He was very jealous and possessive. At 18 years of age she became pregnant and so Deja's mother kicked her out of the house. It was at that point she decided to move into Anthony's house. Anthony started working to support her and they were looking forward to their lives together. The first time he beat her was days after their baby boy was born. Anthony got mad at her because he wanted her to cook dinner, but she was very tired. He grabbed her by the neck and threw her across the room. She started to cry and he kept kicking her until she passed out unconscious. Anthony seemed to resent her because she paid more attention to the baby than she did to him. When their son was two weeks old, Deja found him dead in his crib. He was purple. He died of SIDS the night before. She was devastated, confused, and hopeless. Anthony blamed her and started treating her even worse. Before she knew it, the abuse became a part of her everyday life.*

*Three years later, Deja found a job. She was working full time, feeling better about herself and things started to look a little hopeful. Deja and Anthony had made it through a hard-patch and “were trying to work things out.” Deja became pregnant once again. She was so happy and thought that Anthony would be happy too, but he became abusive once again. Dependent on him once more and hopeful for her family Deja persevered. After two and a half years and two beautiful little girls, Deja knew things were not going to change. She did not want her daughters to grow up witnessing domestic violence. She had heard of CORA though a friend. She would call CORA's hotline every time Anthony abused her. The advocacy she experienced on the hotline helped her to become stronger and more determined every time. She had created a safety plan with an advocate at CORA. One day Anthony told her that he was going to Las Vegas for the weekend with his friends. Deja knew that this was her chance to leave. She called the hotline – luckily there was room for her and her girls in CORA's emergency shelter. Deja took her important belongings and took the courageous step to leave. Deja flourished while at the shelter, working hard to get back on her feet. Deja found a new job and started school to become a nursing assistant. Noticing Deja's self-determination, her shelter advocate referred her to CORA's permanent housing voucher program (PBA).*

*Finding an apartment in her price-range proved to be a challenge, and Deja feared that despite all of her efforts, she would not be able to support her children alone. Finally, CORA's family advocate in the PBA program received a call from a local landlord with whom we have worked before. He noted that he anticipated a vacancy in one of his buildings. This was exactly what Deja needed to hear. Deja's life toward self-sufficiency had just started. Deja's CORA family advocate taught her how to create a budget, balance a check book, and open a savings account. Through CORA's life skills workshops, Deja learned how to write her resume and how to interview for a job. Deja came to the support groups and self-sufficiency workshops every week – and every week, she seemed more empowered. Deja also connected with HIP housing, San Mateo Credit Union, and Party Child for other resources. Today, Deja continues to succeed and her commitment to her kids and her goals is admirable. She has been in the program for almost a year and has already made a big difference in her life and that of her children.*

***Always Open, On-line Waiting List Process***

In January 2014, HACSM's continued innovation was highlighted with the opening of its new on-line wait list portal. All new applicants, interested in the MTW Program, can create their own secure user ID and password, complete the data entry of their household information, and access the content at any time for any changes that occur. When HACSM has vouchers available, the agency is able to conduct a small random selection from the pool of current applications and create a small wait list. Since January 2014, HACSM has conducted five lotteries, representing the selection of over 1500 households for eligibility determination and possible voucher assistance.

This on-line system allows families to take responsibility for keeping their contact information and application content current. An expiration date (12 months from the date of the application, or the last renewal or update date) is set for each application thus avoiding the need for HACSM to periodically purge the waiting list. This process has allowed the waiting list to be always open, and gives families the opportunity to apply or reapply at any time.

***Expand Affordable Housing Partnerships and Project-Based Programs***

HACSM is actively using its MTW flexibility to assist in the development of new or rehabilitated affordable housing by strategically project-basing HCV vouchers as a key financial component. Project-Based Vouchers' (PBV) contractual obligation for long-term unit availability is extremely important in our perennially tight housing market. In 2014, HACSM selected three projects for PBV assistance, representing 186 units of new, long-term affordable housing in San Mateo County.

Pictured below are two project-based voucher projects that were completed in 2014.





## SECTION II

### General Housing Authority Operating Information

#### Housing Stock Information

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	
PIC Dev. # /AMP PIC Dev. Name	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PIC Dev. # /AMP PIC Dev. Name	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PIC Dev. # /AMP PIC Dev. Name	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
PIC Dev. # /AMP PIC Dev. Name	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Total Public Housing Units to be Added								0				
* Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other If Other, please describe: <span style="border: 1px solid black; padding: 2px;">Not Applicable</span>												

Planned Public Housing Units to be Removed During the Fiscal Year		
PIC Dev. # / AMP and PIC Dev.	Number of Units to be Removed	Explanation for Removal
CA014000004 El Camino Village	30	HACSM is on the Rental Assistance Demonstration program waiting list to convert El Camino Village from Public Housing to Project-Based Voucher program.
Total Number of	30	

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		
Half Moon Village, Phase II	114	Half Moon Village, Phase II, is a continuation of the Half Moon Bay Senior Campus Plan. This is a new construction development consisting of 114 senior units and 1 manager unit. Construction is expected to be completed by August 2015.		
Oceanview Apartments	31	Oceanview Apartments is an existing 100-unit senior complex in Pacifica, CA; HACSM anticipates providing 31 PBVs for rehabilitation to the project.		
6800 Mission Street	26	6800 Mission Street is a new 52-unit multi-family development, including commercial and retail space, in Daly City, CA; HACSM has committed 26 PBVs to the project. Construction is expected to start in April 2015 and completion is scheduled for October 2016.		
Foster Square Affordable Senior Housing	33	Foster Square Affordable Senior Housing is a new 66-unit development in Foster City, CA; HACSM has committed 33 PBVs to the project. The development will provide new housing for extremely low and very low income senior households—including seven units for special needs senior populations—within San Mateo County. Construction began November 2014 and completion is expected by May 2016.		
University Ave	40	University Ave Senior Housing is a new 41-unit development in E. Palo Alto, CA; HACSM has committed 40 PBVs to the project. The project developer is in the process of securing financing for the project.		
Anticipated Total New Vouchers to be Project-Based	244	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year		244
		Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal		145
*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.				
Other Changes to the Housing Stock Anticipated During the Fiscal Year				
Not Applicable				
Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.				
General Description of All Planned Capital Fund Expenditures During the Plan Year				
In FY2016, HACSM plans to complete the carpet replacement in resident units at El Camino Village (Development #CA014000004)				

## Leasing Information

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	30	360
Federal MTW Voucher (HCV) Units to be Utilized	3964	47568
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based	22	264
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based	14	168
<b>Total Households Projected to be Served</b>	<b>4030</b>	<b>48360</b>
<p>* Calculated by dividing the planned number of unit months occupied/leased by 12.</p> <p>** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.</p> <p>***Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.</p>		
Reporting Compliance with Statutory MTW Requirements		
<p>If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.</p>		
Not Applicable		
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	
MTW Housing Choice Vouchers	Expensive market, shortage of affordable housing units, landlords not accepting vouchers. Possible solutions: Continued landlord outreach, continued focus on development and preservation of long-term affordable units in San Mateo County. HACSM is also developing an MTW activity to provide housing search and security deposit assistance to the program participants.	
Housing Program 2	Not Applicable	
Housing Program 3	Not Applicable	

## Wait List Information

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	
MTW Housing Choice Voucher Program	Community-Wide	16008	Open	Yes	
MTW Housing Choice Voucher Program - Project Based	Site-Based	7412	Partially Open	Yes	
N/A	N/A	0	N/A	N/A	

Rows for additional waiting lists may be added, if needed.

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

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

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

Households that are eligible for SRO or four (4) bedroom units
Not Applicable
Not Applicable
If Local, Non-Traditional Housing Program, please describe:
Provider-Based Assistance Program: HACSM does not maintain a wait list for this program. Eligible households are referred by service agencies that have an executed agreement with the Housing Authority.
If Other Wait List Type, please describe:
Not Applicable
If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.
Not Applicable



***SECTION III***

***Proposed MTW Activities: HUD approval requested***

HACSM is not proposing any new MTW activities in FY2016.



## ***SECTION IV***

### ***Ongoing MTW Activities: HUD approval previously granted***

HACSM does not plan to change any of the current MTW authorizations from Attachment C and/or Attachment D for the activities previously implemented, nor does HACSM plan to use any outside evaluators.

HACSM has utilized the flexibilities of the MTW program since 2000 to significantly reform its Voucher and Public Housing programs. The activities below illustrate how HACSM has proactively instituted a range of complementary MTW Activities that have strengthened administration of the program and effectively responded to the needs of San Mateo County.

### ***Implemented Activities***

#### **Activity #2000-1: MTW Self-Sufficiency Program**

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

#### ***Description of the activity***

The HACSM MTW program, first implemented in May 2000, was originally developed to respond to welfare reform and thus was fashioned to focus almost exclusively on improving families' self-sufficiency in preparation for the conclusion of their welfare assistance. Effective July 1, 2013 HACSM received HUD approval to revise the admission process to change from a referral basis to admission via the HACSM HCV waitlist. In FY2014, HACSM expanded the number of vouchers allocated to the 5-year time limited program to from 300 up to 800 vouchers and revised the admission process to include all new program participants from the HACSM waiting list. Effective January 2014, HACSM opened its HCV waitlist and with this opening began the enrollment of new households in the MTW Self-Sufficiency program.

All MTW Self-Sufficiency participants are required to participate in the HACSM Family Self-Sufficiency (FSS) program, which requires families to be gainfully employed and free of welfare assistance 12 months prior to the end of the FSS contract. Non-compliance with the FSS contract is cause for termination of housing assistance. HACSM collaborates with county and non-profit service providers to prepare MTW households to be economically self-sufficient upon graduation. HACSM designed a local method by which escrow is calculated for the FSS program participants at the time of graduation.

The HACSM escrow calculation method considers several activities that support a family's increasing self-

sufficiency, which are often necessary for an individual to be job-ready and positioned for higher paying positions, instead of only recognizing increases in earned income. The maximum escrow credit and pay out at graduation is \$3,500 per family.

The calculation methodology is as follows:

- *Employment:* In order to qualify, at program exit, the family must achieve either: 1. The lesser of \$1,500 or a 15% increase over the above stated Earned Income baseline if the baseline amount is more than \$2000, or 2. A \$10,000 increase over the above stated Earned Income baseline if the baseline amount is \$2000, or less. HACSM will calculate escrow based on a dollar for dollar match up to \$1,000. (\$1,000 maximum per family under this category)
- *Education/Vocational Degree Attainment:* \$500 for each completed education/vocational goal. (\$1,000 maximum per family under this category)
- *Personal Enrichment/Job Preparation:* \$25 for each workshop, skill improvement training completed. (\$250 maximum per family under this category)
- *Path to Citizenship:* \$250 for each goal completed per family member in this process.(\$500 maximum per family under this category)
- *Budgeting/Saving Series:*
  - Attend a HACSM-sponsored budgeting class within the first six months of program entry. (\$25)
  - Prepare and submit to HACSM a personal budget for six months following the budgeting class. (\$100)
  - Establish (open) a new savings account within the first year of program entry or a secured credit card to re-establish credit. Once credit has been established, open a savings account. (\$25)
  - Establish a pattern of savings by: a. Increase savings balance over the savings baseline by at least \$1500, AND b. During the final 12 months of participation, make a minimum of 10 monthly deposits of at least \$25, AND c. Any monthly withdrawals may not cause the deposit amount to be less than \$25. (\$400)

Note: Retirement accounts will not be considered as savings accounts.  
(\$500 maximum per family under this category)
- *Improve Credit Score:* \$1 for each credit score point improved over the Credit Score baseline. (\$250 maximum per family under this category)
- *Personal Participant Pay Point from Individual Training and Service Plan (ITSP).* Qualifying goals include: Transportation, child care, fulfilling student loan obligations, expunging criminal records, and resolving outstanding child support payments. \$250 for each Personal Participant goal completed.(\$500 maximum per family under this category)

Because escrows are only calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

#### *Update on the activity*

In January 2014, HACSM opened its MTW wait list and all new participants are now enrolled in the MTW 5-year time limited program and self-sufficiency activities, including specific goals and the potential for escrow upon successful graduation. As of January 1, 2015, approximately 140 new participants joined the program and signed a Self-Sufficiency COP.

During 2014, HACSM saw 86 households successfully graduate from the program with an average escrow of \$2,198. Based on the exit interviews, 24 households were planning to remain in the same unit paying full rent after graduation. And, HACSM granted 17 hardship requests due to participants who were in the process of finishing their education/employment goals.

#### *Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>SS #1: Increase in Household Income</b>			
Average earned income of households (\$)	As established in FY10, the average earned income of households at entry was \$17,858	Expected <i>increase</i> in average earned income of \$500 annually of households affected by this policy prior to implementation.	In FY14, the average earned income of current participants was increased \$7,350 from \$20,610 (FY13) to \$27,960 in FY14.
<b>SS #2: Increase in Household Savings</b>			
Average savings of households (\$)	FYE10, the average savings per household at program entry was \$668	Expected increase in savings per household by \$500 annually	In FY14, the actual average savings per household increased to \$1,065.50.
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)			
Employed Full Time	Number of HOH employed full time	Expected number of HOH employed full time after implementation	Actual number of HOH employed full time after implementation to be determined
	Percentage of total work-able households employed full time	Expected percentage of total work-able households employed full time after implementation	Actual percentage of total work-able households employed full time after implementation to be determined
Employed Part Time	Number of HOH employed part time	Expected number of HOH employed part time after implementation	Actual number of HOH employed part time after implementation to be determined
	Percentage of total work-able households employed part time	Expected percentage of total work-able households employed part time after implementation	Actual percentage of total work-able households employed part time after implementation to be determined
Enrolled - Education Program	Number of HOH enrolled in an education program	Expected number of HOH enrolled in education program after implementation	Actual of HOH enrolled in education program after implementation to be determined
	Percentage of total work-able households enrolled in an education program	Expected percentage of total households enrolled in an education program after implementation	Actual percentage of total work-able households enrolled in an education program after implementation to be determined
Enrolled – Job Training	Number of HOH enrolled in a job training program	Expected number of HOH enrolled in job training program after implementation	Actual number of HOH enrolled in job training program after implementation to be determined
	Percentage of total work-able households enrolled in a job training program	Expected percentage of total work-able households enrolled in a job training program after implementation	Actual percentage of total work-able households enrolled in a job training program after implementation to be determined
Unemployed	Number of HOH unemployed	Expected number of HOH unemployed after implementation	Actual number of HOH unemployed after implementation to be determined
	Percentage of total work-able households who are unemployed	Expected percentage of total work-able households who are unemployed after implementation	Actual percentage of total work-able households who are unemployed full time after implementation to be determined

<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF assistance	131 families were receiving TANF at program entry	Decrease in the number of families receiving TANF by 10 families per year	Actual number of households receiving TANF after implementation. In FY14, HACSM saw further decrease in

			families receiving TANF from 83 in FY13 to only 42 in FY14
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>			
Number of households receiving services aimed to increase self-sufficiency	In FY13, 19 families completed financial, employment, and educational workshops	HACSM expects 30 of the households receiving self-sufficiency services after implementation	In FY14 89 households receiving self-sufficiency services.
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Average amount of Section 8 subsidy per household (\$)	Average amount of Section 8 subsidy per household (\$)	Expected average subsidy per household after implementation	Actual average subsidy per household to be determined
<b>SS #7: Increase in Agency Rental Revenue</b>			
PHA rental revenue (\$)	PHA rental revenue prior to implementation (\$)	Expected PHA rental revenue after implementation (\$)	Actual PHA rental revenue after implementation (\$) to be determined
<b>SS #8: Households Transitioned to Self-Sufficiency *</b>			
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	In FY14 59 households transitioned to self-sufficiency.
<b>CE #4: Increase in Resources Leveraged</b>			
Amount of funds leveraged (\$)	Amount leveraged prior to implementation of the activity.	Expected amount leveraged after implementation (\$)	Actual amount leveraged after implementation (\$) to be determined
<b>HC #3: Decrease in Wait List Time</b>			
Average applicant time on wait list (months)	Average applicant time on wait list prior to implementation (months)	Expected average applicant time on wait list after implementation (months)	Actual average applicant time on waitlist after implementation (months) to be determined

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days, or
- The household has reached the end of the voucher's time limit and will be graduating from the FSS program with an escrow payout.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2009-2: Housing Readiness Program (HRP)**

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2008

*Description of the activity*

Through partnerships with San Mateo County's Center on Homelessness and other providers of homeless services, HACSM is able to serve up to 100 homeless families. Homeless families join the program through a referral process. Program participants receive rental subsidy for up to three years while at the same time having

continued access to various supportive services programs, provided by the homeless services partners.

#### *Update on the activity*

To date, the HRP has provided the San Mateo Community a key program to address the needs of homeless individuals and families residing in San Mateo County. Currently there are 58, formerly homeless households in the program and HASCM is continuing to accept referrals to fill the 100 vouchers allocated to HRP. Because the vouchers are limited to three years, HASCM has been able to serve additional families over the course of the demonstration program.

#### *Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b><i>SS #1: Increase in Household Income</i></b>			
Average earned income of households (\$)	Average earned income of households affected by this policy FYE13 was \$19,339	Expected average earned income in households affected by this policy after implementation is \$20,500	In FY14, the actual average earned income was \$21,591
<b><i>SS #2: Increase in Household Savings</i></b>			
Average savings of households (\$)	FYE10, the average savings per household at program entry was \$668	Expected increase in savings per household by \$500 annually	In FY14, the actual average earned savings was \$1,377
<b><i>SS #3: Increase in Positive Outcomes in Employment Status</i></b> (Based on Head of Household Information)			
Employed Full Time	Number of HOH employed full time	Expected number of HOH employed full time after implementation	Actual number of HOH employed full time after implementation
	Percentage of total work-able households employed full time	Expected percentage of total work-able households employed full time after implementation	Actual percentage of total work-able households employed full time after implementation
Employed Part Time	Number of HOH employed part time	Expected number of HOH employed part time after implementation	Actual number of HOH employed part time after implementation
	Percentage of total work-able households employed part time	Expected percentage of total work-able households employed part time after implementation	Actual percentage of total work-able households employed part time after implementation
Enrolled - Ed Program	Number of HOH enrolled in an education program	Expected number of HOH enrolled in education program after implementation	Actual of HOH enrolled in education program after implementation
	Percentage of total work-able households enrolled in an education program	Expected percentage of total households enrolled in an education program after implementation	Actual percentage of total work-able households enrolled in an education program after implementation
Enrolled – Job Training	Number of HOH enrolled in a job training program	Expected number of HOH enrolled in job training program after implementation	Actual number of HOH enrolled in job training program after implementation

	Percentage of total work-able households enrolled in a job training program	Expected percentage of total work-able households enrolled in a job training program after implementation	Actual percentage of total work-able households enrolled in a job training program after implementation
Unemployed	Number of HOH unemployed	Expected number of HOH unemployed after implementation	Actual number of HOH unemployed after implementation
	Percentage of total work-able households who are unemployed	Expected percentage of total work-able households who are unemployed after implementation	Actual percentage of total work-able households who are unemployed full time after implementation

Unit of Measurement	Baseline	Benchmark	Outcome
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF assistance	Number of families receiving TANF at program entry	Expected average of households receiving TANF after implementation	Actual number of households receiving TANF after implementation.
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>			
Number of households receiving services aimed to increase self-sufficiency	Zero families were receiving self-sufficiency services prior to implementation of the activity	HACSM expects 80 household to receive self-sufficiency services after implementation of the activity	Actual number of households receiving self-sufficiency services.
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Average amount of Section 8 subsidy per household (\$)	Average amount of Section 8 subsidy per household (\$)	Expected average subsidy per household after implementation	Actual average subsidy per household
<b>SS #7: Increase in Agency Rental Revenue</b>			
PHA rental revenue (\$)	PHA rental revenue prior to implementation (\$)	Expected PHA rental revenue after implementation (\$)	Actual PHA rental revenue after implementation (\$)
<b>SS#8: Households Transitioned to Self-Sufficiency *</b>			
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency.
<b>CE #4: Increase in Resources Leveraged</b>			
Amount of funds leveraged (\$)	Amount leveraged prior to implementation of the activity.	Expected amount leveraged after implementation (\$)	Actual amount leveraged after implementation (\$)

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days, or
- The household has reached the end of the voucher's time limit and will be graduating from the HRP program.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.



### Activity #2000-3: Eliminate 40% Affordability Cap at Initial Move-In/Lease Up

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

#### *Description of the activity*

The original MTW contract, executed in 2000, allowed HACSM to eliminate limits on the proportion of household income that could be spent on housing costs for its initial 300 time-limited MTW clients. In the FY2009 MTW Annual Plan, HACSM received HUD approval to expand this initiative to the entire HCV program.

This MTW activity is designed to support a family's ability to have greater housing choice, through having access to cities throughout San Mateo County. Prior to July 2009, many HCV applicants leasing up for the first time, and participants in the relocation process, were unable to secure housing outside high poverty areas due to the restrictive 40% affordability cap.

Although the hard affordability cap has been eliminated, HACSM continues to play a major role in negotiating rents on behalf of the participant when needed and has established safeguards to ensure the tenant portion of rent is affordable to the participant. Safeguards include, but are not limited to:

- Discussion of rent affordability with the participant before move-in
- Outreach to property owners to increase housing availability
- A calculation tool that shows the tenant portion of rent in relation to his/her income with the additional of excluded income sources that might mitigate the higher rent burden.
- Required supervisory approval procedures on a case-by-case basis for instances where the tenant rent burden is over 50% of their monthly adjusted income.

#### *Update on the activity*

According to the National Low Income Housing Coalition's 2014 publication, "Out of Reach," San Mateo County is one of the nation's most expensive jurisdictions in which to live. According to their report, a two bedroom household in the San Francisco metropolitan FMR area, of which San Mateo County is included, would need to have a wage of \$37.62 per hour, or be earning \$78,250 per year, in order to afford to live here. In the Third Quarter of 2014, the average rent for a two-bedroom unit was \$2,648 and the vacancy rate remained less than 5%.

As such, current participants and new applicants searching for affordable housing in San Mateo County are faced with an extremely challenging situation. Taking this into account, HACSM has found that this activity has provided some relief to those engaged in search for housing. HACSM continues, on a regular basis, to monitor the lease up statistics and rent burden for participants to ensure that vouchers are being utilized and participants are not facing an overly burdensome cost for housing.

#### *Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b><i>HC #5: Increase in Resident Mobility</i></b>			
Number of households able to move to a better units and/or neighborhood of opportunity as a result of the activity (increase).	Zero (0) families.	Expected number of households able to move to a better unit and/or neighborhood of opportunity after implementation.	In FY14, 113 households were able to move to a better unit and/or neighborhood of opportunity

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2000-4: Escrow Accounts**

In FY15, HACSM combined this activity with Activity #2000-1: MTW Five-Year Self-Sufficiency Program as the two activities are integrally linked.

**Activity #2009-5: Expand Usage of PBV at HACSM Developments Undergoing Disposition**

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2009

*Description of the activity*

In HACSM's FY2009 Supplemental MTW Annual Plan, HACSM received approval to project-base up to 100% of the replacement vouchers at public housing units undergoing the demo/dispo process. HACSM submitted two demo/dispo applications in June 2010. The application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract. The application for El Camino Village was not approved by HUD.

*Update on the activity*

In FY15, HACSM submitted an application to convert El Camino Village to the RAD program.

*Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>HC#4: Displacement Prevented</b>			
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here	Households losing assistance/moving prior to implementation	Expected households losing assistance/moving after implementation	Actual number of households losing assistance/moving after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2010.6 (Revised): Triennial Recertification Schedule for Elderly/Disabled Families**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

*Description of the activity*

Building upon the success of the original activity “Biennial Recertification Schedule for Elderly/Disabled Families,” in FY14 HACSM expanded the regular recertification schedule to once every three years for Elderly/Disabled households. However, if the household also includes non-elderly/disabled adult members, and those members experience an increase in income, HACSM may recalculate the households annual adjust income in accordance with the HACSM’s Interim Policy, and potentially the HAP as well, due to the increase.

*Update on the activity*

HACSM began implementation of this alternate recertification schedule in August 2014. Due to the gradual roll out, implementation will take approximately 24 months in total.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task	Cost of task prior to implementation of the activity (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation (\$)
<b>CE #2 – Staff Time Savings</b>			
Total time to complete the task (hours)	2,949 Hours	1800 Hours	1800 Hours
<b>CE #5: Increase in Agency Rental Revenue</b>			
Rental revenue	Rental revenue in dollars (\$) prior to implementation	Expected rental revenue after implementation	Actual rental revenue after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2010-7: Simplify Rent Calculation Process**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

*Description of the activity*

In July 2009, HACSM implemented several MTW activities related to the rent calculation policies and procedures. It was HACSM's intent that implementing the new activities would create a more transparent process for participants, a streamlined and more efficient practice for HACSM, and overall improvement in the accuracy of the calculations. In July 2011, HACSM modified the activities resulting in the following:

- Asset Calculations
  - HACSM established a minimum threshold of \$50,000 in assets before any interest would be included or calculated when determining the household's annual adjusted income
  - If the household met, or exceeded the \$50,000 threshold, HACSM will include the *actual* interest earned in determining the household's annual adjusted income

*Update on the activity*

The streamlined method for calculating assets has significantly simplified the rent calculation process without creating further burden for program participants.

*Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task (\$)	Cost of task prior to implementation (\$)	Expected cost of task after implementation (\$)	To calculate the assets for the 3,102 households seen in FY14, the agency cost was \$8,151
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours)	The staff time to complete this task was 156 Hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task (%)	Average error rate of task prior to implementation (%)	Expected average error rate of task after implementation (%)	23% of files reviewed had errors related to assets
<b>CE #5: Increase in Agency Rental Revenue</b>			

Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	The agency rental revenue was \$1,638,019
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*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity

### Activity #2010-8: Simplify Third Party Verification Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

*Description of the activity*

In FY2010, HACSM received HUD approval to simplify the third-party verification process associated with earned income, asset income, and medical and child care expenses, in an effort to relieve administrative burdens, and increase productivity, and ease the intrusive nature of the process for HCV applicants and participants.

The streamlining activities included the following:

- Increase asset values requiring third-party verification  
Effective July 1, 2009, HACSM increased the threshold at which assets require third-party verification from \$5,000 to \$50,000 for the HCV programs. In place of third-party verification, the family is required to provide a current statement from the financial institution(s) showing the balance of the asset account(s). All assets valued over \$50,000 continue to require third-party verification.
- Streamline verification of eligible medical expenses  
Effective July 1, 2009 HACSM instituted a policy in which eligible families, who claim medical expenses, are required to sign a self-certification and provide supporting documents from credible and established sources, such as receipts from medical care providers or pharmacy statements as proof of the claimed expenses.
- Streamline the verification process for eligible child care expenses  
Effective July 1, 2009 HACSM instituted a streamlined verification process to reduce the challenges in verifying claimed child care expenses. Eligible families who claim child care expenses are now required to sign a self-certification and provide supporting documents from credible and established sources, such as day care invoices, receipts or written statements from the child care provider as proof of the claimed expense. Expenses incurred from an adult member of the household who provides child care or the absent parent who does not reside in the subsidized unit, are not acceptable.
- Extend the verification timeline to 120 days  
Effective July 1, 2009, HACSM implemented a revised timeline for verification documentation to 120 days for HCV applicants and participants. This new timeline reduces duplication of work and accelerates an applicant's admission to the program and a participant's recertification for continuing program eligibility.

HACSM continues to use the Enterprise Income Verification (EIV) system for verification of participant identity, wage and assistance benefits.

*Update on the activity*

This activity has continued to support the HACSM MTW program and has been successful in creating efficacies that provide the avenues for staff resources to be allocated to self-sufficiency activities.

*Non-significant changes to the activity*

In FY2016 HACSM is proposing to increase the verification timeline from 120 to 180 days due to the ever tightening rental market in San Mateo County. More often than not, voucher holders request and HACSM approves multiple voucher extensions to allow additional time for the housing search. Extending the verification validation period, i.e., approving voucher extensions without having to re-verify applicant information, aligns the MTW program goal of administrative streamlining and cost savings. HACSM will update applicant information if new information is reported by the applicant. HACSM considers this to be a non-significant change. As always, if the household presents new information or has income or household composition changes during this period, HACSM will continue to verify the new information.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost to complete the task	Cost of task prior to implementation	Expected cost of task after implementation	In FY14, the actual cost to complete the task: \$3,261
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	On average, HACSM staff spent 738 hours annually to process third-party verifications (est. FYE2009)	HACSM expects an average of no more than 369 hours per year for staff to process third-party verifications	In FY14, HACSM spent an average of 130 hours to process third-party verifications
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation	Expected average error rate of task after implementation	In FY14, the actual average error rate: 9%
<b>CE #5: Increase in Agency Rental Revenue</b>			
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	In FY14. The ctual rental revenue: \$1,638,019

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2010-9: Tiered Subsidy Tables (TST)**

Approved by HUD: FYE2010

Implemented by HACSM: 3/1//2010

*Description of the activity*

The TST, a subsidy table representing the first of its kind in the nation, gives HACSM the ability to inform the participant of the maximum dollar amount that HACSM will contribute to their housing costs *at the time of*

voucher issuance. This is a 180° change from the current HCV rules that cannot determine the participant's subsidy portion until after a potential unit is secured and the contract rent and utility responsibilities are negotiated with the landlord/owner.

While other housing authorities have established rent tables that inform a participant of their rent portion based on eligible bedroom size, HACSM's TST gives participants the ability to search for available units with the knowledge of exactly how much HACSM will contribute to their housing costs throughout San Mateo County, make personal decisions as to how much of their income they are comfortable contributing towards their housing costs, and practice in negotiating with owners through the leasing process. HACSM's intention through this program change is to empower the participants to take personal responsibility for their lives, starting with their housing decisions.

#### *Update on the activity*

Now in its fifth year, the TST has continued to result in greater flexibility for families and a simpler rent calculation method for staff. Because of the on-going high rents in San Mateo County, HACSM has continued to closely monitor the subsidies provided by the TST and resulting tenant rent burden. In September 2014, HACSM increased the subsidy amounts on the TST to address the extremely competitive rental market in San Mateo County.

#### *Non-significant changes to the activity*

As part of its on-going monitoring of the TST activity, HACSM has uncovered one unintended outcome and is planning to address it in FY2016. With the original implementation of the TST Rent Reform program, HACSM established an actual minimum rent of \$50. Due to the fact that the San Mateo County rental market has more than doubled in the past five years, HACSM has continued to increase the subsidies included in the schedule to ensure participant's ability to compete with others in the open market and to maintain their rent portions affordability. Unlike the traditional HCV tenant rent calculation process, where the subsidy is calculated based on the higher of the gross rent or the payment standard, the TST rent subsidy is fixed and does not require such comparison. An unintended consequence is that for some, whose landlords are still charging a very reasonable rent far below the current open market, they are now paying far less than 30% of their monthly adjusted income in their rent portion. To address this imbalance, and support the self-sufficiency of program participants, HACSM is planning to increase the minimum rent portion to \$100.

Currently, there are 546 participants who are paying \$100 or less for their rent portion each month. Of that 546, 524 participants are paying less than 30% of their monthly adjusted income towards their rent. When the \$100 minimum rent is applied to these same households, 482 are still paying 30% or less of their monthly adjusted income for their rent. For the 64 households who could potentially be paying more than 30% of their monthly adjusted income toward their rent upon implementation of this activity, HACSM is proposing a very generous hardship policy which would allow them an additional 12 months of subsidy with a minimum tenant rent portion of \$50 and at the same time the ability to have direct referral and access to the self-sufficiency team for assistance with self-sufficiency activities to support them reach increased employability and/or income.

HACSM plans to implement this change as a gradual roll out, at a household's next recertification appointment once the FY16 Plan has been approved. All households who could potentially be negatively impacted by this activity will be notified of this change, once it has been approved and HACSM will establish a response team to handle their questions and concerns. Due to the gradual nature of the implementation, especially when combined with the HACSM triennial schedule for elderly and/or disabled households, participants will have a significant period of time to increase their income prior to the change on a personal level.



HACSM has also studied the impact for the housing authority and is preparing for the software modifications and staff training that will be required for implementation. Based on the current analysis, HACSM should realize a cost savings of approximately \$290,000 as a result of this activity once fully implemented.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost to complete the task	Cost of task prior to implementation	Expected cost of task after implementation	In FY14, the actual cost to complete the task: \$81,040
<b>CE#2: Staff Time Savings</b>			
Total time to complete task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours)	In FY14, the actual amount of time to complete the task: 1,551 hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation	Expected average error rate of task after implementation	In FY14, the actual average error rate/: 11%
<b>CE #5: Increase in Agency Rental Revenue</b>			
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	In FY14, the agency rental revenue was \$1,638,019

<b>SS #1: Increase in Household Income</b>			
Average earned income of households (\$)	Average earned income of households affected by this policy	Expected average earned income in households affected by this policy after implementation	Actual average earned income of household affected by this policy
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)			
Other: Employment	Number of HOH employed	Expected number of HOH employed after implementation	Actual number of HOH employed after implementation
	Percentage of total work-able households employed	Expected percentage of total work-able households employed after implementation	Actual percentage of total work-able households employed after implementation
Unemployed	Number of HOH unemployed	Expected number of HOH unemployed after implementation	Actual number of HOH unemployed after implementation
	Percentage of total work-able households who are unemployed	Expected percentage of total work-able households who are unemployed after implementation	Actual percentage of total work-able households who are unemployed full time after implementation
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF assistance	Number of families receiving TANF at program entry	Expected average of households receiving TANF after implementation	Actual number of households receiving TANF after implementation.
<b>SS#8: Households Transitioned to Self-Sufficiency *</b>			



Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	In FY14, 20 households transitioned to self-sufficiency.
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\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days, or
- The household has reached the end of the voucher's time limit and will be graduating from the FSS program, with escrow payout.

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

#### *Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

### **Activity #2010-10: Simplify HQS Process**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

#### *Description of the activity*

HACSM is allowed to inspect HACSM-owned properties to determine HQS compliance. HACSM not required to submit inspection reports for HACSM-owned or affiliated properties to the HUD Field Office

#### *Update on the activity*

This activity has continued to be effective in supporting the HACSM goal of increased administrative efficiency.

#### *Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task in dollars	Effective FYE10, HACSM had an annual direct cost of \$1,500 to hire outside consultants to inspect HACSM-owned properties	HACSM expects that this task will cost no more than \$750 annually, after implementation	In FY14, the actual cost of task was \$5,710.
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	Total amount of staff time to complete the task prior to implementation	Expected amount of total staff time to complete the task after implementation	In FYE14, 148 hours were required to complete HQS inspections at HACSM-owned properties
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	In FYE14, the average error rate in completing HQS inspections was 28%

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2010-11: Eliminate Competitive Process for Allocation of PBV to Former Public Housing**

Approved by HUD: FYE2010

Implemented by HACSM: 1/27/2011

*Description of the activity*

In FY2011, HACSM received HUD approval to allocate project-based vouchers to its former public housing units without the use of a competitive process. In FY14, HACSM received HUD approval to expand the scope of this activity to include other housing units owned by HACSM or HACSM affiliates such as the redeveloped Half Moon Village.

*Update on the activity*

HACSM also operates a public housing development known as El Camino Village, a 30 unit complex located in Colma. For El Camino Village, this activity is on hold until HACSM learns whether or not the Rental Assistance Demonstration (RAD) program application has been accepted.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost to complete the task	Cost of task prior to implementation	Expected cost of task after implementation	Actual cost to complete the task after implementation
<b>CE #2: Staff Time Savings</b>			
Total time to complete task in staff time	As established in FY10, on average it required four months to complete this task prior to implementation	HACSM expects that it will take two months to complete this task	The actual amount of time required to complete this task after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

### Activity #2010-12: Waive 12 Month Stay Requirement for Residents in Formerly Public Housing Units Converted to PBV

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

#### *Description of the activity*

With this activity, HACSM has the authority to offer residents of public housing units undergoing disposition from public housing status, the option to relocate immediately or any time thereafter, using a tenant transfer voucher. With the approval of HACSM's demo/diso application, existing public housing residents at the time of disposition are not required to stay in their unit for 12 months after conversion to PBV assistance. Instead, former public housing residents have the choice to determine if and when they want to move.

In FY15, HACSM received HUD approval to expand this activity to include in-place residents of properties owned and/or affiliated with HACSM, such as the Half Moon Village redevelopment project.

#### *Update on the activity*

There are no new updates on this activity as HACSM is still waiting to hear whether or not its RAD application has been accepted for El Camino Village.

#### *Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>HC #5: Increase in Resident Mobility</b>			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Households able to move to a better unit/or neighborhood of opportunity prior to implementation (0)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation
<b>HC #7: Household Assisted by Services that Increase Housing Choice</b>			
Number of households receiving services aimed to increase housing choice	Household receiving this type of service prior to implementation of the activity	Expected number of households receiving these services after implementation	Actual number of households receiving these services after implementation

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

#### *Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

### Activity #2010-13: Accept Lower HAP by Modifying PBV Rules for In-place Residents at former Public Housing Developments

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

*Description of the activity*

At the time of disposition, if a public housing resident is residing in an oversized unit and HACSM does not have the proper size unit available for the resident to relocate, HACSM will accept a lower HAP based on the unit size the resident qualifies for and not the actual unit size occupied. However, as is the current policy, as units of the appropriate size become available at the subject project-based property, the over-housed resident will be required to move into the newly available unit.

*Update on the activity*

There are no new updates for this activity. As reported in FY12, the dispo application for Midway Village was approved and the conversion completed. In FY15, El Camino Village remained a public housing complex.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>HC #4: Displacement Prevented</b>			
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here	Households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here	Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here	Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing any changes to the authorizations for this activity.

**Activity #2010.14: Establish Flat or Market Rate Policy for Over-income Public Housing Residents at Conversion of Public Housing Units to Project-Based Units**

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

*Description of the activity*

Permits residents of public housing undergoing the disposition process that are not eligible to receive a voucher due their household income which exceeds the income limitations of the voucher program to have the option to remain in the unit (for a maximum of 12 months) at the higher of the flat rate or market rate for the unit. Additionally, should the former resident’s income level in the subsequent six months (after vacating the public housing development) decrease to a level that they would be income eligible, they will be allowed to re-apply to the project based wait list with a preference. At such time as the resident vacated the unit, the unit would convert to a standard project-based unit.

*Update on the activity*

There are no new updates for this activity. As reported in FY12, the dispo application for Midway Village was

approved and the conversion completed. In FY15, El Camino Village remained a public housing complex.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2015.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>SS #1: Increase in Household Income</b>			
Average earned income of households (\$)	Averaged earned income of households effected by this policy (\$)	Expected averaged earned income of households affected by this policy prior to implementation (\$)	Actual average earned income of households affected by this policy (\$)
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF assistance	Households receiving TANF prior to implementation (#)	Expected number of households receiving TANF after implementation	Actual number of households receiving TANF after implementation.
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Average amount of Section 8 and/or Section 9 subsidy per household (\$)	Average amount of Section 8 and/or Section 9 subsidy per household (\$)	Expected average subsidy per household after implementation	Actual average subsidy per household
<b>SS #7: Increase in Agency Rental Revenue</b>			
PHA rental revenue (\$)	PHA rental revenue prior to implementation (\$)	Expected PHA rental revenue after implementation (\$)	Actual PHA rental revenue after implementation (\$)
<b>SS #8: Households Transitioned to Self-Sufficiency *</b>			
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency.

\* The HACSM definition of Self-Sufficiency for this activity includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 12 months.

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

## Activity #2011-15: Institute Biennial Inspection Schedule for Units Under Contract

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

All HCV units are inspected on a biennial schedule. HACSM continues to conduct any complaint inspections. The units must at all times meet Housing Quality Standards while under contract

*Update on the activity*

The biennial inspection schedule has continued to support the HACSM goal of greater administrative efficiency.  
Housing Authority of the County of San Mateo

It has also provided HACSM staff the time savings to redirect toward assisting participants to secure housing, facilitating the lease up process between the participants and landlords and finally to conduct owner outreach, which is absolutely vital in San Mateo County at this time.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE#1: Agency Cost Savings</b>			
Total cost of task in dollars	On average the cost to complete HQS inspections was \$26,241 (annually) (est. FYE10)	HACSM expects that it will cost no more than \$14, 415 (annually) to complete HQS inspections	Actual cost of task after implementation of the activity (in dollars)
<b>CE#2: Staff Time Savings</b>			
Total time to complete task in staff hours	On average, it requires 4,157 hours annually to complete the annual HQS inspections (est. FYE10)	HACSM expects that will require 2,079 hours to complete annual HQS inspections after implementation	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours)
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2011-16: Expand the Section 8 Project-Based Voucher Program**

Approved by HUD: FYE2011

Implemented by HACSM: 5/23/2011

*Description of the activity*

Effective July 1, 2010 HACSM received HUD approval to increase its voucher budget authority to 30% for the Project-Based program. Expansion of the PBV program is one of the major resources for the development of additional affordable housing units and will assist the San Mateo County to meet the goals of its HOPE Plan, the County’s 10 year plan to end homelessness.

In selecting future Project-Based projects, HACSM has acknowledged that it will give preference to properties that are newly constructed, located near public transportation corridors, and contain energy efficient features. This activity provides an avenue to increase housing choice for families by increasing the supply of decent, safe, and sanitary affordable housing.

By diversifying the use of our finite number of vouchers, this initiative will provide a wider variety in type and location of housing for our participants, present and future.

In FY14, HACSM adopted policies to support the original activity proposal that requires participating families to stay at least 24 months in a PBV unit before they are eligible to move with continued assistance; and, that any continued assistance would be a part of the MTW/FSS program, the five year, time-limited program. If there is a need for additional housing assistance at the end of the term of participation, the family could apply for a “hardship” at that time.

#### *Update on the activity*

During 2014, HACSM entered into AHAP agreements for three different project-base projects, Willow Housing, Half Moon Village II, and Foster Square. In total these three projects represent an additional 182 of affordable housing in San Mateo County.

#### *Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task in dollars	Cost of task prior to implementation (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation of the activity (\$)
<b>CE #2: Staff Time Savings</b>			
Total time to complete task in staff hours	Total amount of staff time dedicated to the task prior to implementation (hours)	Expected amount of total staff time to complete the task after implementation (hours)	Actual amount of total staff time dedicated to the task after implementation of the activity (hours)
<b>HC #4: Displacement Prevention</b>			
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here.	Households losing assistance/moving prior to implementation of the activity (#)	Expected households losing assistance/moving after implementation (#)	Actual number of households losing assistance/moving after implementation

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

#### *Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

### **Activity #2011-17: Revise Eligibility Standards**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010



*Description of the activity*

HACSM implemented an asset value limit for all new applicants and participants. The HACSM policy includes the following criteria: 1) If an applicant has assets exceeding \$100,000, or a present ownership interest in a suitable home in which they have a legal right to reside, they are determined to be ineligible for the program, 2) If a participant experiences an increase in assets, such that their assets are currently valued at more than \$100,000, or has (since their last reexamination) gained ownership interest in real property in which the participant has a legal right to reside, the participant would be determined ineligible for continued assistance. This determination is made through the recertification process, annually or triennially, based on the household's regular recertification schedule.

*Update on the activity*

This activity has continued to provide HACSM with an efficient tool to reach the most needy households in our community.

*Non-significant changes to the activity*

There are no new "non-significant" changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>HC #3: Decrease in Wait List Time</i>			
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation (months)	Expected average applicant time on wait list after implementation (months)	In FY14, the actual average applicant time on the wait list was 30 months

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2011-18: Eliminate 100% Excluded Income from the Income Calculation Process**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

Effective July 1, 2010, HACSM no longer verifies, counts, or reports income that HUD specifies as 100% excluded from the income calculation process. Examples of 100% excluded income are food stamps, income from minors, and foster care payments. HUD regulation 24 CFR 5.609 (c) provides a complete list of all income sources that HUD specifies to be excluded when calculating a family's annual income. Because this income is excluded from the income calculation process, it does not affect the amount of a family's rental assistance.

*Update on the activity*



This activity has continued to support the HACSM efforts for administrative streamlining and cost effectiveness in the MTW program.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task in dollars	HACSM spent approximately \$7,400 annually on this task prior to implementation	HACSM expects that this task will cost no more than \$1,825 annually after implementation	In FY14, the actual cost of task after implementation of the activity was \$1,633
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	Total amount of staff time to complete the task prior to implementation	Expected amount of total staff time to complete the task after implementation	In FY14, the actual cost of staff time to complete the task was 30 hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	In FY14, the average error rate was 0%

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2011-19: Eliminate the Requirement to Complete New HAP Contract with Utility Responsibility Changes**

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

*Description of the activity*

CFR 982.308 (g) (2) (i) requires PHAs to execute a new HAP contract with the owner if there are any changes in lease requirements governing tenant or owner responsibilities for utilities or appliances. Effective July 1, 2010, HACSM received HUD approval to eliminate the requirement of executing a new HAP contract with the owner in such instances as described above. Instead, upon receipt of a written notification from the tenant or the owner detailing the changes, HACSM will review the contract rent to ensure its rent reasonableness, adjust the tenant portion of rent and HAP payment if applicable, and confirm the changes by issuing a rent change notice.

*Update on the activity*

Due to the fact that this activity only applies to participants who have a HAP contract in place prior to July 1, 2010 and who do not relocate, this activity continues to see minimal, or no activity. However, in instances when it does apply, this activity is very helpful in maintaining the HACSM goal of administrative streamlining.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #1: Agency Cost Savings</i>			
Total cost of task in dollars	Est. FY2010, HACSM spent \$1,339 annually to complete this task prior to implementation of the activity	The expected cost of task after implementation of the activity is \$275	In FY14, the actual cost of task was \$157
<i>CE #2: Staff Time Savings</i>			
Total time to complete the task in staff hours	Total amount of staff time to complete the task prior to implementation	Expected amount of total staff time to complete the task after implementation	In FY14, the staff time required was four (4) hours

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

## **Activity #2012-21: Change Qualifications for Full-Time Student Status**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

In order for a family member, other than the head, co-head, or spouse to qualify for the FTS status, dependent deduction and income exclusion, the family member must be less than 24 years old, a FTS at an accredited institution, and must provide a transcript of the full-time student status at all subsequent recertification appointments.

*Update on the activity*

HACSM has continued to find this activity a key support in encouraging High School graduates to continue on with their college courses immediately after graduation.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #5: Increase in Agency Rental Revenue</i>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	Actual rental revenue after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

### Activity #2012-22: Include Foster Care, KinGap, and Adoption Assistance Payments in Annual Income Calculation

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM includes foster care, Kin Gap, and adoption assistance payments in the determination of annual adjusted income. To help offset this inclusion of this income, HACSM provides a dependent allowance for foster children, disabled foster adults, and adopted children

*Update on the activity*

In FY14, HACSM did not receive any hardship requests as a result of this activity and current participants continue to support foster children and foster adults in San Mateo County. HACSM looks forward to sharing more information about this activity in the FY15 MTW Annual Report.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #5: Increase in Agency Rental Revenue</i>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	Actual rental revenue after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2012-23: Modify Head of Household (HOH) Changes Policy**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

In order to encourage families towards self-sufficiency and reach more eligible households on the HCV waitlist, HACSM implemented the following policies regarding the activities for head of household change requests. The HACSM policies include the following:

- The individual becoming the new HOH must be in the household for at least the previous 12 consecutive months, **and**
- At the time of the HOH change, the household would join the time-limited MTW Self-Sufficiency program (MTW On-going Activity #1). However, if household is already enrolled in the time-limited MTW Self-Sufficiency program, the remaining household members would only be eligible for the remaining term, not an additional term.

*Update on the activity*

HACSM has seen few participants choose to change the head of household, however for those who have, the HACSM self-sufficiency staff have been working closely with the families to establish individual training plans and specific goals to help move from the need for housing assistance to economic self-sufficiency within their five-year term of assistance.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>HC #3: Decrease in Wait List Time</i>			
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation (months)	Expected average applicant time on wait list after implementation (months)	In Fy14, the actual average applicant time on wait list was 30 months

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2012-24: Change Automatic Termination of HAP Contact from 180 to 90 Days**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM reduced the number of days that a participant can remain on the program, while paying 100% of their rent, from 180 to 90 consecutive days.

*Update on the activity*

HACSM continues to monitor this activity and the households who reach “zero” HAP status. HACSM has seen that the following trend has continued, some households were able to graduate from the program as a result of reaching an income level such that they no longer needed the housing assistance, while others did experience changes that resulted in the need for on-going housing assistance within the 90-day timeline.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>HC #3: Decrease in Wait List Time</i>			
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation (months)	Expected average applicant time on wait list after implementation (months)	In FY14, the actual average applicant time on wait list was 30 months

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2012-25: Exclude Asset Income from Calculations for Households with assets under \$50,000**

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

*Description of the activity*

HACSM has eliminated calculating or including income received from family assets valued less than \$50,000. Additionally, HACSM no longer reports the asset income valued less than \$50,000 to HUD through the HUD-50058.

*Update on the activity*

This activity continues to support the AHCSM goal of increasing administrative streamlining.

*Non-significant changes to the activity*

There are no new “non-significant” changes intended for this activity in FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Cost of task in dollars	Cost of task prior to implementation	Expected cost of task after implementation	Actual cost of task after implementation
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation	Expected amount of total staff time dedicated to the task after implementation	Actual amount of total staff time dedicated to the task after implementation
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing a task as a percentage	Est. FY10, the average error rate of task prior to implementation of the activity was 9%	Expected average error rate of 0% for the task after implementation of the activity	In FY14 the actual average error rate of task after implementation was 23%
<b>CE #5: Increase in Rental Revenue</b>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	Actual rental revenue after implementation

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2012-26: Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County**

Approved by HUD: FYE2012

Implemented by HACSM: 10/26/2011

*Description of the activity*

HACSM originally committed up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. In the HACSM FY13

Annual Plan, HACSM received HUD approval to increase this commitment up to \$8,000,000 of MTW funds. The re-programmed funds are to be used to leverage additional investment funds that will be substantially larger than HACSM commitments. Development activities may include site acquisition, substantial rehabilitation of existing stock, and development of new units.

#### *Update on the activity*

This activity was essential to the development of new construction affordable housing units. To date, the Half Moon Bay Redevelopment Project (Phase I) was completed and leased, representing 44 units of new construction. Phase II of this project is nearing completion and with plans for leasing the 114 new units in August 2015.

In 2014, HACSM issued a NOFA for the Affordable Housing Fund, and received five applications. Four of those applications were recommended to receive funding. The projects include the creation of new affordable rental housing for families, seniors, supportive housing for individuals with serious mental illness and veterans along with the creation of a new first-time homeownership units. The recommended projects will be presented to the Board of Commissioners in early 2015 for approval. If all are approved, there is the potential for an additional 143 units of new affordable housing in San Mateo County as a result of this activity.

#### *Non-significant changes to the activity*

Based on the success of this activity to date and the unrelenting, critical need for additional long-term affordable housing in San Mateo County, HACSM is proposing to increase the funds committed to this activity to \$10,000,000.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<b>HC#1: Additional Units of Housing Made Available</b>			
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, HACSM will provide that information here.	Est. FY11, Zero (0) housing units of this type prior to implementation of this activity.	HACSM expects the creation of at least 20 affordable units per \$1,000,000 invested	In FY14, 160 senior housing units were made available
<b>HC #2: Units of Housing Preserved</b>			
Number of housing units preserved for households at or below 80% AMI as a result of the activity. If the units reach a specific type of household, HACSM will provide that information here.	Housing units preserved prior to implementation (#)	Expected housing units preserved after implementation (#)	In FY14, 60 senior housing units were preserved
<b>CE #4: Increase in Resources Leveraged</b>			
Amount of funds leveraged (\$)	Amount leveraged prior to implementation (\$)	Expected amount leveraged after implementation (\$)	In FY14, the HACSM commitment of funds resulted in \$56.2 million dollars leveraged

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

#### *Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard

Metrics for FY2016.

### **Activity #2011-27: Provider Based Program**

Approved by HUD: FYE2012

Implemented by HACSM: 11/15/2011

#### *Description of the activity*

HACSM implemented a provider-based assistance program, outside the scope of the voucher program. The Provider-Based program was designed with the intention to reach populations in San Mateo County who were under-served or not served by the voucher program or other special-funded programs.

#### *Update on the activity*

As of FY14, there are three provider-based assistance programs with program partners who work with, the following underserved populations: 1) Survivors of domestic violence, 2) Recently released, non-violent parolees, and 3) Single parent households with minor children. The main focus of the program is to support the housing stability of these families. In some cases the housing assistance follows the “Transitional Housing” model with housing provided for a short period of time, up to 18 months. In other cases, the housing assistance is provided for a maximum of 36months.

#### *Non-significant changes to the activity*

Based on the success of this program, HACSM is considering the possibility of expanding the program in FY16. There are no further new “non-significant” changes intended for this activity in FY2016.



*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome FY13
<b>HC#7: Households Assisted by Services that Increase Housing Choice</b>			
Number of households receiving services aimed to increase housing choice (increase)	Est. FY11, Zero (0) households received this type of service prior to implementation of the activity.	HACSM expects that 30 households will receive these services after implementation of the activity.	67 households received these services, in FY14

<b>SS #1: Increase in Household Income</b>			
Average earned income of households (\$)	Average earned income of households affected by this policy prior to implementation	Expected average earned income of households affected by this policy	In FY14, the actual average earned income for participants in this program was \$1,358
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)			
Other: Employment	Number of HOH employed	Expected number of HOH employed after implementation	In FY14 30 HOH employed
	Percentage of total work-able households employed	Expected percentage of total work-able households employed after implementation	In FY14, 45% of total work-able households were employed
Enrolled – Job Training	Number of HOH enrolled in a job training program	Expected number of HOH enrolled in job training program after implementation	Actual number of HOH enrolled in job training program after implementation
	Percentage of total work-able households enrolled in a job training program	Expected percentage of total work-able households enrolled in a job training program after implementation	Actual percentage of total work-able households enrolled in a job training program after implementation
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF	Households receiving TANF prior to implementation	Expected number of households receiving TANF after implementation	In FY14, 21 households were receiving TANF
<b>SS #8: Households Transitioned to Self-Sufficiency *</b>			
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency.

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

## Activity #2013-28: Apply MTW Flexibilities to Public Housing

Approved by HUD: FYE2013

Implemented by HACSM: 7/1/2012

### Description of the activity

In FY2013, HACSM received HUD approval to operate El Camino Village (ECV), a 30-unit Public Housing complex, in accordance with several of MTW policies and procedures used for the voucher program.

Following is a list of the areas that HACSM implemented July 1, 2012:

1. Biennial recertification schedule for all elderly and or disabled households.
2. Elimination of the Earned Income Disallowance (EID)
3. Revised Eligibility Standards
4. Exclusion of asset income for households with assets under \$50,000
5. Elimination of the imputed asset calculation and use of the actual interest earned for assets valued at or over \$50,000
6. Simplification of the Third Party Verification Process
7. Modification of the change in head of household policies
8. Biennial inspection schedule
9. Modification of the full-time student status requirements
10. Inclusion of Foster Care, KinGap, and Adoption Assistance payments in the households annual adjusted income, and allowance of a \$480 dependent deduction for each foster child and/or adult

### Update on the activity

This multi-faceted activity has assisted the HACSM goal of increased administrative streamlining. As a result of the activity, HACSM staff were able to apply the same rules and policies to all program participants resulting in increased customer service and a more timely response to participant and resident needs.

### Non-significant changes to the activity

There are no new “non-significant” changes intended for this activity in FY2016.

### Standard Metrics

Unit of Measurement	Baseline	Benchmark	Outcome
<b>CE #1: Agency Cost Savings</b>			
Total cost of task in dollars	Cost of task prior to implementation of the activity	Expected cost of task after implementation	In FY14, the cost to complete the activity was \$1,665
<b>CE #2: Staff Time Savings</b>			
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity	Expected amount of the total staff time dedicated to the task after implementation of the activity	In FY14, the actual amount of total staff time was 28 hours
<b>CE #3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage

<b>SS #1: Increase in Household Income</b>			
Average earned income of households (\$)	Average earned income of households affected by this policy prior to implementation	Expected average earned income of households affected by this policy	In FY14, the actual average earned income was \$24,723

<b>SS #2: Increase in Household Savings</b>			
Average savings of households (\$)	Average savings per household prior to implementation	Expected savings per household affected by this policy	Actual average savings per household
<b>SS #3: Increase in Positive Outcomes in Employment Status</b> (Based on Head of Household Information)			
Other: Employment	Number of HOH employed	Expected number of HOH employed after implementation	Actual number of HOH employed after implementation
	Percentage of total work-able households employed	Expected percentage of total work-able households employed after implementation	Actual percentage of total work-able households employed after implementation
Unemployed	Number of HOH unemployed	Expected number of HOH unemployed after implementation	Actual number of HOH unemployed after implementation
	Percentage of total work-able households who are unemployed	Expected percentage of total work-able households who are unemployed after implementation	Actual percentage of total work-able households who are unemployed full time after implementation
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Number of households receiving TANF	Households receiving TANF prior to implementation	Expected number of households receiving TANF after implementation	Actual number of households receiving TANF after implementation
<b>SS #5: Households Assisted by Services that Increase Self-Sufficiency</b>			
Number of households receiving services aimed to increase self sufficiency	Households receiving self sufficiency services prior to implementation	Expected number of households receiving services after implementation	Actual number of households receiving self sufficiency services after implementation
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Average amount of Section 8 /Section 9 subsidy per household affected by this policy	Average subsidy per household affected by this policy prior to implementation	Expected average subsidy per household affected by this policy after implementation	Actual average subsidy per household affected by this policy after implementation
<b>SS #7: Increase in Agency Rental Revenue</b>			
PHA rental revenue (\$)	PHA rental revenue prior to implementation (\$)	Expected PHA rental revenue after implementation (\$)	Actual PHA rental revenue after implementation (\$)
<b>SS #8: Households Transitioned to Self-Sufficiency</b>			
Number of households transitioned to self-sufficiency	Number of households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency.

\* The HACSM definition of Self-Sufficiency includes the following:

- The household has reached an income level such that HACSM is no longer providing subsidy on behalf of the family for a period of 90 days

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2014-29: Revise Child Care Expense Deduction**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

*Description of the activity*

In conjunction with HUD regulations, HACSM defines child care expenses as amounts anticipated to be paid by the family for the care of children 12 years of age and under during the period for which annual income is computed, but only where such care is necessary to enable a family member to work, seek work, or go to school (furthering education) and only to the extent such amounts are not reimbursed. The activity applies to HACSM's Public Housing and Section 8 Housing Choice Voucher programs.

The amount deducted shall reflect reasonable charges for child care. When a family member looks for work or furthers his or her education, there is no cap on the amount that may be deducted for child care – although the care costs must still be necessary and reasonable. However, when child care enables a family member to work, the deduction is capped by the amount of employment income that is included in annual income.

HACSM defines allowable child care deductions as follows:

1. The care must be provided for one or more qualifying persons. A qualifying person is a person who is a dependent child, age 12 and under, of a family member who is the parent or legal guardian of the child.
2. The care must be provided to enable the parent or guardian to work, seek work, or attend school full time.
3. The payments for care cannot be paid to the non-custodian parent(s) of the qualifying child.
4. The maximum allowable child care deduction is the lesser of the actual expense or 50% of the gross earnings or net earnings from self-employment of the parent or guardian.
5. If both parents are in the subsidized household, the 50% gross earnings cap will be based on the lower of the two earnings from the parents. One parent may be considered as having earnings if the parent is a full-time student or a person with disabilities that inhibits the parent to care for the child. In this case, the earnings will be based on the working parent.
6. The maximum allowable child care deduction for a parent or guardian who has no earnings but attends school full time will be the lesser of the actual expense paid or \$5000 per year per qualifying child.
7. The maximum allowable child care deduction for a parent or guardian who is "seeking employment" will be the lesser of \$5,000 or the actual expense paid for the year, per qualifying child, for a maximum of 12 consecutive months from the effective date of the approved child care deduction under the "seeking employment" category.

*Update on the activity*

HACSM has found that, since implementation, this activity has helped to clarify the process for child care expenses resulting in some staff time savings and at the same time provided clarity and greater equity for all program participants.

*Non-significant changes to the activity*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #5: Increase In Rental Revenue</i>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	In FY14, the HACSM rental revenue was \$1,650,000

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2015-30: Standard Proration for Ineligible Household Members**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

*Description of the activity*

When a household includes eligible and ineligible members, defined as individuals who do not have eligible immigration status, the household is considered a “mixed family.” In such cases, current HUD regulations require that the PHA prorate the HAP portion of the household’s subsidy based on the number of eligible to in-eligible household members. This current practice is challenging to calculate correctly, is very hard for most mixed families to understand, and at times can be a significant barrier to the family’s ability to find a rental unit.

HACSM has implemented a standard pro-ratio of \$150 per ineligible household member that will be subtracted from the total monthly HACSM HAP subsidy for the household.

*Update on the activity*

Implementation of this activity has simplified the “mixed family” calculation, increased the transparency in the calculation process, and removed the appearance of inconsistent treatment. More mixed families are gaining confidence in their ability find and secure affordable housing. The activity has also reduced the staff time required to meet with households and owners of rental property to explain the calculation process.

*Non-significant changes to the activity*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #1: Agency Cost Savings</i>			

Total Cost of task	Cost of task prior to implementation of the activity (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation (\$)
<b>CE#2: Staff Time Savings</b>			
Total time to complete task in staff hours	166 hours	42 hours	42 hours, dependent upon the total number of "Mixed Families"
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Average error rate in completing a task as a percentage	Average error rate in completing a task as a percentage (%)	Expected average error rate after implementation	Actual average error rate of task after implementation
<b>CE #5: Increase In Rental Revenue</b>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	In FY14, the HACSM rental revenue was \$1,650,000

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2015-31: Local Referral Process for Supportive Service Exception Units, in Project Based Voucher (PBV) Complexes**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

*Description of the activity*

Current PBV regulations require the PHA provide applicants to an owner of PBV units from the PHA wait list. In general, this system is efficient and with on-going oversight and communication with PBV owners, HACSM has been able to provide a sufficient number of applicants for an owner to fill vacancies in a timely manner. The one area where this has been problematic has been in supportive service exception units, particularly the larger size exception units. Balancing the overall number of households on the waitlist while at the same time maintaining a sufficient number of households that can most benefit from the services provided for the exception units have proven to be quite challenging and time consuming. In some instances, it requires the opening and closing of the waitlist in order to expand the pool of applicants. This process is also confusing for the applicant households and at times causes delays in the lease up process.

HACSM has implemented a local referral process for supportive service exception units. Upon notice from an owner that an exception unit has been vacated, HACSM provides applicants to the owner from its waitlist. If HACSM is unable to provide a list of applicants to the project owner within 15 business days, or upon owner screening, if it is determined that none of the applicants provided by the PHA wait list meet the owner's selection criteria or the applicants subsequently do not meet HACSM eligibility requirements, HACSM will accept direct referrals from the owner for eligibility determination for that exception unit. As always, the owner will be required to notify HACSM, in writing, of any rejected applicant and the grounds for the rejection.

*Update on the activity*

Since receiving approval for this activity in September 2014, HACSM has been conducting community outreach with PBV owners and developing staff training as part of the initial implementation of this activity.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>HC#3: Decrease in Wait List Time</i>			
Average Applicant time on wait list in months	6 months	1 month	1 month

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

### Activity #2015-32: Revised EIV Income Report Review Schedule

Approved by HUD: FYE2015

Implemented by HACSM: 9/2015

*Description of the activity*

Effective January 31, 2010, HUD implemented new regulations mandating the use of EIV as a third party source to verify tenant employment and income information during mandatory certifications. Prior to the issuance of the HUD notice advising agencies of the revision, utilizing the EIV income report for interim certifications was not required by HUD, only during annual reexaminations. The reinterpreted regulations concerning the use of EIV changed the requirement such that review of the EIV income report is now a required component of all certification processes, including interim reexaminations.

The requirement to now use the EIV income report for both annual and interim reexaminations translates to additional staff time expended when processing interim reexaminations, which also renders an increase in costs, linked to the staff time for accessing and reviewing the EIV income report. In an effort to reduce cost and administrative burden, HACSM modified the EIV review schedule by only generating the EIV income report during annual or triennial reexaminations.

HACSM's current interim policy allows for certain actions to be processed without having to meet with the family in person. For example, if a family reports a decrease in income, not associated with a family composition change, HACSM requires the family to submit the necessary documents to reflect the change. Based on the family's documentation, HACSM recalculates the tenant and HAP portions accordingly. The necessity to access and review the EIV income report only adds to what is supposed to be a more efficient process for HACSM staff and does not necessarily assist in determining unreported income at this specific point in time due to the fact that the earned income information contained in EIV at the time of the interim reexamination is not up-to-date (the earnings information included on the EIV income report is generally delayed by two quarters). Instead, HACSM



staff has found that unreported income and patterns of undisclosed income are most likely to be identified during the regular reexamination process.

HACSM also regularly reviews and monitors the many reports contained in the EIV system (Deceased Tenants, Multiple Subsidy, and Identity Verification reports) to assure compliance with Federal requirements.

*Update on the activity*

Upon approval of HACSM's FY2015 MTW Annual Plan, the transition to not print EIV reports at interim appointments was fairly seamless for staff. As stated above, HACSM's interim policy requires the family to submit the necessary document to reflect the change reported and, based on the family's documentation, HACSM recalculates the tenant and HAP portions accordingly.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #1: Agency Cost Savings</i>			
Total Cost of task	Cost of task prior to implementation of the activity (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation (\$)
<i>CE#2: Staff Time Savings</i>			
Total time to complete task in staff hours	244 Hours	49 Hours	49 Hours (20% reduction, annually)
<i>CE #5: Increase In Rental Revenue</i>			
Rental Revenue in dollars	Rental revenue prior to implementation of the activity	Expected rental revenue after implementation of the activity	In FY14, the HACSM rental revenue was \$1,650,000

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

**Activity #2015-33: Local PBV Inspection Process**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

*Description of the activity*

Current HUD regulation allows PHAs to inspect a random 20% sample of PBV contract units in a building annually. If 20% of the inspected units fail HQS, PHAs then are required to inspect 100% of the units. Building on the success of the other HQS-related MTW activities, its close working relationship with PBV unit owners, and the quality of its PBV units, HACSM has implemented a Local PBV Inspection Process to ensure PBV-



owner's compliance with HQS for all units under contract:

Although HACSM follows a biennial inspection schedule for its PBV units, HACSM may choose to inspect 20% of its PBV units in a building annually. If the inspected unit failed HQS and the deficiencies are not corrected within 30 days upon notification to the project owner or the HACSM-approved extension period, HACSM will abate HAP for the unit. If the deficiencies are not corrected within 90 days after the abatement notice, HACSM will remove the unit from the PBV contract. No retroactive HAP are made during the abatement period.

#### *Update on the activity*

Since receiving approval for this activity in September 2014, HACSM has continued to conduct biennial HQS inspections in all subsidized units. At the same time, HACSM has been developing an implementation plan for this activity. Upon implementation of the 20% standard for HQS inspections of PBV units, HACSM will also establish the enforcement procedures for compliance as described in this activity. At that time, if any of the units inspected were to fail HQS, HACSM will enforce compliance on the failed unit, including potential abatement of the unit. The implementation plan includes community outreach with PBV owners and staff training as essential components for the activity's success.

#### *Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #1: Agency Cost Savings</i>			
Total cost of task	Cost of task prior to implementation of the activity (\$)	Expected cost of task after implementation (\$)	Actual cost of task after implementation (\$)
<i>CE#2: Staff Time Savings</i>			
Total time to complete task in staff hours	298 Hours	119 Hours	Actual time to complete the task

#### *Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

#### *Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

### **Activity #2015-34: Local Collections Process**

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

#### *Description of the activity*

Where the PHA is the principal party initiating or sustaining an action to recover amounts from tenants or owners that are due as result of fraud and abuse, the PHA may retain a portion of the amount of HAP funds it recovers. With this MTW activity, HACSM now retains 100% of the amount it collects from a judgment, litigation, or an administrative repayment agreement.

HACSM uses the recovered proceeds to support the Housing Choice Voucher program as well as other MTW authorized programs.

*Update on the activity*

Since receiving approval for this activity in September 2014, HACSM has recovered \$7,000 in total. This recovery has resulted in an additional \$3,500 savings for the agency as prior to implementation the agency would have been required to split any recovered funds with HUD.

*Standard Metrics*

Unit of Measurement	Baseline	Benchmark	Outcome
<i>CE #1: Agency Cost Savings</i>			
Total cost of task	\$21,000	\$42,000	TBD

*Changes to the metrics, baselines or benchmarks*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

*Changes to the authorizations*

HACSM is not proposing changes to the baselines or benchmarks beyond the new HUD-required Standard Metrics for FY2016.

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***Not Yet Implemented Activities***

HACSM does not have any MTW Activities that were approved by HUD, but not yet implemented.

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***Activities On Hold***

HACSM does not have any HUD-approved MTW activities that were never implemented.

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*Closed Out Activities*

**Activity #2011-20: Apply Current Payment Standards at Interim Re-examination**

Approved by HUD: 7/1/2010

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2013

*Rationale for Closing out the Activity*

HACSM has closed out this activity, as over 90% of program participants are now on the TST rendering the activity essentially obsolete.



**NOTE: This section to be completed prior to submission to HUD in April 2015.  
The information below is from the approved FY15 Plan, for reference.**

## SECTION V

### Sources and Uses of Funds

Estimated Sources of MTW Funding for the Fiscal Year									
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.									
Sources									
FDS Line Item				FDS Line Item Name			Dollar Amount		
70500 (70300+70400)				Total Tenant Revenue			\$260,000		
70600				HUD PHA Operating Grants			\$63,087,500		
70610				Capital Grants			\$245,000		
70700 (70710+70720+70730+70740+70750)				Total Fee Revenue			\$0		
71100+72000				Interest Income			\$107,700		
71600				Gain or Loss on Sale of Capital Assets			\$0		
71200+71300+71310+71400+71500				Other Income			\$1,563,878		
70000				Total Revenue			\$65,264,078		

Estimated Uses of MTW Funding for the Fiscal Year											
PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.											
Uses											
FDS Line Item				FDS Line Item Name				Dollar Amount			
91000				Total Operating - Administrative				\$3,759,700			
91300+91310+92000				Management Fee Expense				\$0			
91810				Allocated Overhead				\$0			
92500 (92100+92200+92300+92400)				Total Tenant Services				\$302,250			
93000 (93100+93600+93200+93300+93400+93800)				Total Utilities				\$47,390			
93500+93700				Labor				\$0			
94000 (94100+94200+94300+94500)				Total Ordinary Maintenance				\$179,410			
95000 (95100+95200+95300+95500)				Total Protective Services				\$0			
96100 (96110+96120+96130+96140)				Total insurance Premiums				\$109,100			
96000 (96200+96210+96300+96400+96500+96600+96800)				Total Other General Expenses				\$774,500			
96700 (96710+96720+96730)				Total Interest Expense and Amortization Cost				\$21,750			
97100+97200				Total Extraordinary Maintenance				\$0			
97300+97350				Housing Assistance Payments + HAP Portability-In				\$59,759,978			
97400				Depreciation Expense				\$310,000			
97500+97600+97700+97800				All Other Expenses				\$0			
90000				Total Expenses				\$65,264,078			

Describe the Activities that Will Use Only MTW Single Fund Flexibility											
HACSM does not currently use a single fund for Section 8 and Section 9. Its use of Local Non-Traditional funding is described in detail in Section IV.											

B. MTW Plan: Local Asset Management Plan									
Is the PHA allocating costs within statute?					<input checked="" type="checkbox"/> Yes	or	<input type="checkbox"/>		
Is the PHA implementing a local asset management plan					<input type="checkbox"/>	or	<input checked="" type="checkbox"/> No		
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is									
Has the PHA provided a LAMP in the appendix?					<input type="checkbox"/>	or	<input checked="" type="checkbox"/> No		
N/A									





***SECTION VI***

***Administrative***

**A. Board Resolution adopting 50077-MTW and Certification of Compliance**

Once the public process has been completed, the Board Resolution will be found in Appendix One.

**B. Documentation that at least one public hearing was held, that the Plan was available for public comment for at least thirty (30) days, and documentation that the Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan**

See Appendix One for the supporting documentation of the public process. This documentation will be provided prior to submission to HUD.

**C. Description of any planned or on-going PHA-directed evaluations of the demonstration for the overall MTW program or any specific MTW activities, if applicable**

HACSM has not and is not planning to complete additional agency-directed evaluations of the demonstration at this time.

**D. The Annual Statement/Performance and Evaluation Report (HUD 50075.1) or subsequent form required by HUD for MTW and non-MTW Capital Fund grants for each grant that has unexpended amounts, including estimates for the Plan Year and all three parts of the report**

HACSM will include the HUD 50075.1 for FY16 prior to submission to HUD.

***APPENDIX ONE***

***Documentation of the Public Review Process***



***APPENDIX TWO***

***MTW Standard Agreement, including:***

- Attachment A with First Amendment executed 3/3/2010
- Attachment B
- Attachment C
- Attachment D with Second Amendment executed 6/18/2010 and Third Amendment executed 1/28/2013