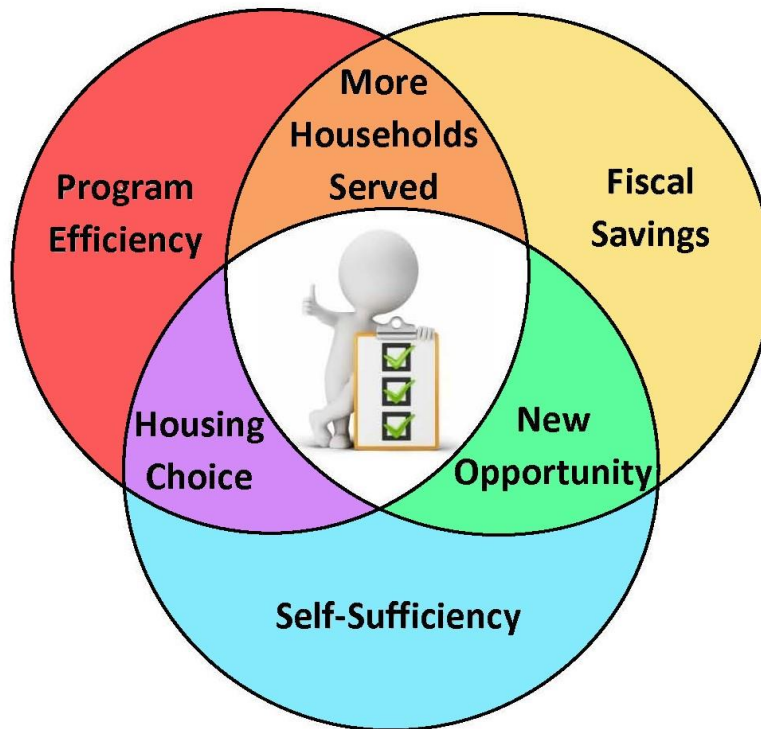


# HOUSING AUTHORITY OF THE COUNTY OF SAN MATEO



## MOVING TO WORK ANNUAL PLAN FY2022



Posted for Public Comment – 04/01/2021

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

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## SECTION I: INTRODUCTION

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

The Housing Authority of the County of San Mateo (HACSM) first joined the MTW Demonstration Program in 1998. At that time, HACSM allocated 300 of its Section 8 Housing Choice Vouchers to participate in a 6-year time limited program in collaboration with the San Mateo County Welfare Department. In 2008, HACSM was selected to sign a new 10-year MTW agreement with HUD, expanding its MTW authority to all Section 8 (Housing Choice Voucher) and Section 9 (Public Housing) Programs through 2018. In 2016, HACSM signed a new agreement with HUD, extending its MTW authority through 2028.

Through the MTW Demonstration Program, HACSM has reduced administrative costs, collaborated with other county departments and organizations to end homelessness, increased self-sufficiency of program participants, and increased affordable housing choices for families. As delineated in the Agency's mission statement, "The Department of Housing (HACSM and Housing and Community Department) collaborates with partners as a catalyst to increase the supply of affordable housing and create opportunities for people at all income levels and abilities to prosper by supporting livable and thriving communities."

Through its leadership and collaboration in the community, HACSM leads by example by taking bold steps in supporting San Mateo County residents through program innovation and responsiveness made possible through its MTW authorities. The following are some examples of HACSM's commitment to increasing affordable housing choices, supporting self-sufficiency goals, and garnering administrative efficiencies.

#### *MTW GOAL: Increasing Affordable Housing Choices*

The San Francisco Bay Area is one of the most sought-after places in the United States. San Mateo County is located between the city of San Francisco and Silicon Valley, the technology epicenter of the country, with headquarters for Apple, Facebook, Genentech and Google, to name just a few. While the high-tech industry has benefited the economy, it has unfortunately priced out low-income households. As of the publication of this MTW Plan, the HUD published Fair Market Rent (FY2021) for a two-bedroom unit is \$3,553 per month. A full time, minimum wage worker earns approximately \$15 per hour or \$2,600 per month. Rental housing is clearly unattainable for the minimum-wage earning households who do not participate in subsidized housing programs.

The HACSM has the flexibility and agility to address these pressing housing needs through the MTW Demonstration Program. The following are some specific activities that HACSM has taken and plan to continue in FY2022:

- **Leveraging Housing Assistance Payment (HAP) funds (Activity #2012-16)** – The San Mateo County Affordable Housing Fund was made possible partly due to the HACSM's ability to leverage HAP funds, increasing the overall financial assistance for affordable housing development. This funding source has resulted in an increase in affordable housing development, homeownership projects, potential agricultural workforce housing, and loans for pre-development costs. 353 Main Street, a 125-unit rental housing development, and 3001 Geneva, a home ownership project, both

are in the pre-development phase, are some of the examples that the Affordable Housing Fund helped the production of affordable housing in San Mateo County.

- **Expanding the Section 8 Project-Based Voucher (PBV) Program (Activity #2011 – 16)** – Toward the end of FY2021, including the PBV commitments, HACSM had used 35.5% of its voucher budget authority for project-basing. Through its FY2020 Plan, HACSM received approval to increase its PBV budget cap to 40%. A key strategy to increase the affordable housing stock is to secure long-term contracts with owners for affordable units. All of the PBVs awarded to date support new construction or rehab units that are near major transportation corridors and job centers.
- **Leasing Success Program (Activity #2015-35)** - HACSM had a voucher subsidy utilization rate of 98% in 2013, but the rate decreased to 93% in 2015, and 90% by 2016. Through landlord outreach efforts and incentives, the “Renting Success Workshop” for its voucher holders, and the completion of several project-based properties, HACSM has steadily increased its utilization rate and achieved an overall 96% average in FY2021.

#### *MTW GOAL: Promoting Self-Sufficiency*

The HACSM 5-year MTW Self-Sufficiency Program, (MTW Activity #2000-1) is one of the premier housing programs in San Mateo County. As of March 1<sup>st</sup>, the program serves 825 households of which 541 households have an active Contract of Participation. All new applicants admitted through the HACSM’s voucher waiting list will be invited to join the Self-Sufficiency Program. The FSS Contract of Participation is established with the family upon move in and their self-sufficiency activities are case managed by the HACSM’s family self-sufficiency coordinators.

In addition to the 5-year MTW Self-Sufficiency Program, HACSM also administers the Housing Readiness Program (HRP), (MTW Activity #2009-2) to specifically support homeless individuals and families. The objective is to transition homeless households to economic self-sufficiency during their 5-year participation in the program. As of March 1<sup>st</sup>, the program serves 130 previously homeless households of which 84 households have an active Contract of Participation.

In collaboration with the Mental Health Association (MHA), HACSM established Support and Advocacy for Young Adults in Transition Program (SAYAT) (MTW Activity 2018-26) to specifically support homeless young adults with disabilities. SAYAT is also a time-limited program that provides rental assistance for up to five years. While HACSM provides financial and employment counseling, MHA provides clinical services to the youth.

The following is a success story from one of the participants in the MTW Program, who has successfully completed and exited the program in 2020. He expresses how his life was fundamentally changed by the program.

.....

For years, John\* struggled with addiction issues. Prior to entering the MTW Program, he was working two jobs just to afford to rent a room and keep himself fed while making progress toward his sobriety. His annual income at that time was \$40,000.00. In January 2016, he was accepted into the MTW Program and was able to gain independence while striving to improve his situation. Having the housing subsidy assistance, allowed him to focus on attending school full-time and complete his studies. He has accomplished his goals by earning degrees in Social Work and Alcohol

& Other Drug Studies. John now works as a Certified Addiction Counselor and earns nearly \$107,000.00 annually.

John's participation in the MTW Program made it possible for him to achieve his educational goals, learn the importance of saving, establish good credit, and increase his earned income. In December 2020, John was able to purchase a home that he has moved into with his girlfriend and their son. In John's own words:



*"After being accepted into the MTW program I went from surviving to thriving."*

*"To say thank you to the MTW program and all of the staff at HACSM would not do any justice to the overwhelming amount of gratitude I have for what you have done for me and my family. Not only for us but for countless other families within our community as well. I said it at the beginning of this letter, and I'll say it again, you have*

*changed my life and the lives of my family forever and I literally cannot say thank you enough, but I will continue to try... Thank you! Thank you! Thank you!"*

\*Note: Participant name has been changed for privacy.

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### **MTW GOAL: *Developing Administrative Efficiencies***

HACSM continually reviews its policies and practices for both initial and on-going eligibility determinations with the goals of reducing processing time, decreasing administrative burden, and quickly placing participants in housing. HACSM has been successful in adding new vouchers under the HUD-VASH and Mainstream Programs. Due to administrative efficiencies, HACSM was able to administer these additional vouchers without adding additional staff.

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

The MTW Program has given HACSM the ability to prioritize three broad goals: 1) serving San Mateo County residents who are most in need, 2) facilitating residents' self-sufficiency, and 3) building sustainable system capacity. The following are focus areas that HACSM has identified to support this vision:

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

HACSM continues to enroll new program participants annually when vouchers are available from its voucher waiting list to the five-year MTW Self-Sufficiency program. HACSM's ability to serve more families is due to a greater turnover rate, turnover vouchers that are made available by participants who successfully completed and exited the program. All new participants have access to case management services from a wide variety of partner organizations, and coaching and mentoring meetings with their self-sufficiency coordinators at HACSM. The time-limited MTW Self-Sufficiency Program includes a comprehensive hardship policy for elderly and/or disabled persons as well as self-sufficiency participants who may need more time to achieve their self-sufficiency goals.

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

As discussed previously, HACSM has contributed to the San Mateo County's Affordable Housing Fund by leveraging HAP reserves and other county funds to support development of affordable housing. Funding has been awarded in a form of low-interest loans, thus creating continued financial resources for development of affordable housing. Since the implementation of this activity, close to \$27,400,000 of the MTW funds has been contributed to the Affordable Housing Fund to further increase the number of affordable units being developed.

HACSM also strategically award PBVs to developments that increase housing opportunities for its voucher participants. In selecting projects, HACSM gives preference points to developments that commit renting certain number of non-PBV units to voucher holders, particularly to those who may be homeless and/or disabled. This strategy, coupled with an increased in PBV cap, had helped to address the affordable housing crisis in San Mateo County.

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

In January 2014, HACSM implemented an online waitlist portal. All new applicants who are interested in the voucher program can create their own secure user ID and password, complete the data entry of their household information online. This online system allows applicants to take responsibility for keeping their information 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 eliminating the need for HACSM to periodically purge the waiting list. This process allows the waiting list to be always open because it is self-purged and enables applicants to apply or reapply at any time. The online system has proven to be effective for HACSM as well as its applicants.

In 2019, HACSM tested a new online waitlist system for two of the newly developed PBV properties. The new system was used for waiting list openings as well as on-going management. The new online system has proven to be effective and is supported by applicants as well as service providers. HACSM will be working on moving the aforementioned HCV waitlist portal to the new system.

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

HACSM continues to review the needs of program participants and has been expanding its partnerships with a variety of educational institutions, work force development providers, and health and social service providers.

In CY2020, HACSM worked with various community partners to offer priority access invitations to our participants to workshop opportunities such as The Nuts and Bolts of Applying for a Government Job presented by the Human Resource Department of San Mateo County, Debt Collection presented by San Mateo Credit Union, Rebuilding After a Financial Crisis/Credit Repair presented by BALANCE co-hosted by San Mateo Credit Union, Youth Financial Education Workshop presented by John Luna – CEO of and Founder of Financial Capability Investment, and Career Training Program Opportunities overview presented by non-profit organization JobTrain. These presentations were held via various web-platforms due to the COVID restrictions. Over 50 families were able to participate and receive the valuable information and resources provided by our community partners



## SECTION II: GENERAL OPERATING INFORMATION

### A: Housing Stock Information

#### i. Planned New Public Housing Units

New public housing units that the MTW PHA anticipates will be added during the Plan Year.

| ASSET<br>MANAGEMENT<br>PROJECT (AMP)<br>NAME AND<br>NUMBER | BEDROOM SIZE |   |   |   |   |    | TOTAL<br>UNITS | POPULATION<br>TYPE* | # of Uniform<br>Federal<br>Accessibility<br>Standards (UFAS)<br>Units |               |
|------------------------------------------------------------|--------------|---|---|---|---|----|----------------|---------------------|-----------------------------------------------------------------------|---------------|
|                                                            | 0/1          | 2 | 3 | 4 | 5 | 6+ |                |                     | Fully<br>Accessible                                                   | Adapt<br>able |
| N/A                                                        | #            | # | # | # | # | #  | #              | N/A                 | #                                                                     | #             |
| N/A                                                        | #            | # | # | # | # | #  | #              | N/A                 | #                                                                     | #             |
| N/A                                                        | #            | # | # | # | # | #  | #              | N/A                 | #                                                                     | #             |

Total Public Housing Units to be Added in the Plan Year

N/A

\* Select "Population Type" from: General, Elderly, Disabled, Elderly/Disabled, Other

If "Population Type" is "Other" please describe:

N/A

#### ii. Planned Public Housing Units to be Removed

Public housing units that the MTW PHA anticipates will be removed during the Plan Year.

| AMP NAME AND<br>NUMBER | NUMBER OF<br>UNITS TO BE<br>REMOVED | EXPLANATION FOR REMOVAL |
|------------------------|-------------------------------------|-------------------------|
| 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 Removed in the Plan Year



**iii. Planned New Project Based Vouchers**

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

| PROPERTY NAME                                                     | NUMBER OF<br>VOUCHERS TO<br>BE PROJECT-<br>BASED | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                |
|-------------------------------------------------------------------|--------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 353 Main Street                                                   | 81                                               |      | 353 Main Street is a 125-unit new construction development in Redwood City, CA. HACSM has committed 62 Housing Choice Vouchers and 19 HUD-VASH Vouchers and to the project. Construction is expected to complete in mid-2022.         |
| 965 Weeks Street                                                  | 15                                               | No   | 965 Weeks Street is a 136-unit new construction development in East Palo Alto, CA. HACSM has committed 15 Housing Choice Vouchers to the project. The project is in the process of securing financing.                                |
| Belmont Affordable                                                | 18                                               | No   | Belmont Affordable is an 18-unit new construction development in Belmont, CA. HACSM has committed 18 Housing Choice Vouchers to the project. The project is in the process of securing financing.                                     |
| Firehouse Square                                                  | 33                                               | No   | Firehouse Square is a 66-unit new construction development in Belmont, CA. HACSM has committed 33 Housing Choice Vouchers to the project. Construction is expected to complete in mid-2022                                            |
| Gateway at Millbrae<br>(formerly known as Bayshore<br>Affordable) | 18                                               | No   | Bayshore Affordable is an 80-unit new construction development in Millbrae, CA. HACSM has committed 18 HUD-VASH vouchers to the project. Construction is expected to start in mid-2021.                                               |
| Grand & Linden Family<br>Apartments                               | 55                                               | No   | Grand & Linden Family Apartments is an 83-unit new construction development in South San Francisco, CA. HACSM has committed 42 Housing Choice Vouchers and 13 HUD-VASH to the project. Construction is expected to start in mid-2021. |
| Light Tree Apartments                                             | 89                                               | No   | Light Tree Apartments is a 185-unit new construction development in E. Palo Alto, CA. HACSM has committed 89 Housing Choice Vouchers to the project. The project is in the process of securing financing.                             |

| PROPERTY NAME        | NUMBER OF VOUCHERS TO BE PROJECT-BASED | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                                                                                            |
|----------------------|----------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Middlefield Junction | 44                                     | No   | Middlefield Junction is a 179-unit new construction development in Redwood City, CA. HACSM has committed 44 Housing Choice Vouchers to the project. 20 PBV units will serve households that require supportive services in order to maintain stable housing. The project is in the process of securing financing. |

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**Planned Total Vouchers to be Newly Project-Based**

**i.v. Planned Existing Project Based Vouchers**

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP is already in place at the beginning of the Plan Year. Indicate whether the unit is included in RAD.

| PROPERTY NAME                                            | NUMBER OF PROJECT-BASED VOUCHERS | PLANNED STATUS AT END OF PLAN YEAR* | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------|----------------------------------|-------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 636 El Camino                                            | 47                               | Leased/Issued                       | No   | 636 El Camino is a 109-unit affordable housing development located in South San Francisco. Of the 47 PBV units, 20 are supportive housing units serving people with disabilities who need supportive services to maintain stable housing.                                                                                                                                 |
| Alma Point at Foster Square                              | 33                               | Leased/Issued                       | No   | Alma Point at Foster Square is a 66-unit affordable senior housing development located in Foster City, CA.                                                                                                                                                                                                                                                                |
| Arroyo Green (Formerly known as Bradford Senior Housing) | 99                               | Leased/Issued                       | No   | Arroyo Green is a 117-unit new construction senior development in Redwood City, CA. HACSM has committed 10 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 89 HCVs to the project. Of the 89 HCV PBV units, 12 are Supportive Housing units that serve Mental Health Service Act-eligible and frail elderly households. |
| Coastside Senior Housing                                 | 39                               | Leased/Issued                       | No   | Coastside Senior Housing is a 40-unit affordable senior project located in Half Moon Bay, CA. The development is 100% PBV except for the manager unit.                                                                                                                                                                                                                    |

| PROPERTY NAME                                           | NUMBER OF PROJECT-BASED VOUCHERS | PLANNED STATUS AT END OF PLAN YEAR* | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------|----------------------------------|-------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Colma Veterans Housing                                  | 65                               | Leased/Issued                       | No   | Colma Veterans Housing is a 66-unit new construction development in Colma, CA. HACSM has committed 7 62 Housing Choice Vouchers and 58 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside. The HCV PBV units serve HCV-eligible households with preference given to veterans.                     |
| Delaware Pacific                                        | 30                               | Leased/Issued                       | No   | Delaware Pacific is a 60-unit affordable housing development located in San Mateo, CA. 10 PBV units are supportive housing units serving people with disabilities who need supportive services to maintain stable housing.                                                                                                                   |
| Delaware Place                                          | 16                               | Leased/Issued                       | No   | Delaware Place is a 16-unit affordable housing development located in San Mateo. Delaware Place was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                                                                     |
| Edgewater Isle                                          | 91                               | Leased/Issued                       | No   | Edgewater Isle is a 92-unit affordable senior housing development located in Foster City. Edgewater Isle was converted to the PBV program in 2015. Prior to the conversion, the project was covered by the Project-based Certificate Program.                                                                                                |
| El Camino Village                                       | 30                               | Leased/Issued                       | Yes  | El Camino Village, a former Public Housing development was converted to PBV through the RAD process, approved by HUD in November 2017.                                                                                                                                                                                                       |
| EPA Woodlands Associates                                | 13                               | Leased/Issued                       | No   | EPA Woodlands Associates is a 23-unit affordable housing development located in East Palo Alto. EPA Woodlands Associates was converted to the PBV program in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                                            |
| Fair Oaks Commons<br>(formerly known as 2821 El Camino) | 59                               | Leased/Issued                       | No   | Fair Oaks Commons is a 65-unit new construction development in Redwood City, CA. HACSM has committed 27 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 32 62 Housing Choice Vouchers to the project. Of the 32 HCV PBV units, 6 will serve Mental Health Service Act-eligible households. |
| Gateway Apartments                                      | 81                               | Leased/Issued                       | No   | Gateway Apartments is an 82-unit affordable housing development located in Menlo Park. Gateway Apartments was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Moderate Rehab Program.                                                                                                      |

| PROPERTY NAME                              | NUMBER OF PROJECT-BASED VOUCHERS | PLANNED STATUS AT END OF PLAN YEAR* | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                                                                                |
|--------------------------------------------|----------------------------------|-------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Half Moon Village                          | 158                              | Leased/Issued                       | No   | Half Moon Village is a 160-unit affordable senior housing development located in Half Moon Bay. The development is 100% PBV except for the 2 manager units.                                                                                                                                           |
| Hillside Terrace                           | 18                               | Leased/Issued                       | No   | Hillside Terrace is a 18-unit affordable housing development located in Daly City, CA. Hillside Terrace was converted to PBV in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                                  |
| Magnolia Plaza                             | 48                               | Leased/Issued                       | No   | Magnolia Plaza is 125-unit affordable senior housing development located in South San Francisco. Magnolia Plaza was converted to the PBV program in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                              |
| Midway Village                             | 150                              | Leased/Issued                       | No   | Midway Village is a 150-unit affordable housing development located in Daly City. Through the demo/dispo process, this former Public Housing development was converted to the PBV program in 2011.                                                                                                    |
| Montara<br>(formerly known as Bay Meadows) | 46                               | Leased/Issued                       | No   | Bay Meadow is a 68-unit new construction development in San Mateo, CA. HACSM has committed 34 62 Housing Choice Vouchers and 12 HUD-VASH Vouchers, awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside.                                                                        |
| Mosaic Garden                              | 39                               | Leased/Issued                       | No   | Mosaic Garden is a 55-unit rehabilitation development in Redwood City, CA. Of the 39 PBV units, 8 are HUD-VASH Vouchers awarded through HACSM's application to HUD's FY2016 HUD-VASH PBV set-aside and 31 are HCVs. Of the 31 HCV PBV units, 4 are supportive housing units with homeless preference. |
| Newell                                     | 10                               | Leased/Issued                       | No   | Newell is a 26-unit affordable housing development located in East Palo Alto, CA. Newell was converted to PBV in 2013. Prior to the conversion, the development was covered by Project-based Certificate Program.                                                                                     |
| Oceanview Senior Apartments                | 31                               | Leased/Issued                       | No   | Oceanview Senior Apartments is a 100-unit affordable senior housing development located in Pacifica, CA.                                                                                                                                                                                              |

| PROPERTY NAME                                                   | NUMBER OF PROJECT-BASED VOUCHERS | PLANNED STATUS AT END OF PLAN YEAR* | RAD? | DESCRIPTION OF PROJECT                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------|----------------------------------|-------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pacific Oaks                                                    | 50                               | Leased/Issued                       | No   | Pacific Oaks is a 104-unit affordable senior housing development located in Pacifica. Pacific Oaks was converted to PBV in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                   |
| Redwood Oaks                                                    | 33                               | Leased/Issued                       | No   | Redwood Oaks is a 36-unit affordable housing development located in Redwood City, CA. Redwood Oaks was converted to PBV in 2015. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                   |
| Rotary Terrace (formerly known as Miller Avenue Senior Housing) | 8                                | Leased/Issued                       | No   | Rotary Terrace is an 81-unit new construction affordable senior housing project located in South San Francisco, CA. All 8 PBV units are Supportive Service preference units serving the frail elderly population.                                                                 |
| Sequoia Belle Haven                                             | 69                               | Leased/Issued                       | No   | Sequoia Belle Haven is a 90-unit affordable senior housing development located in Menlo Park, CA. Sequoia Belle Haven was a part of the Gateway Apartments complex and was redeveloped in 2017. Prior to the redevelopment, the units were covered by the Moderate Rehab Program. |
| Serenity Senior Housing                                         | 40                               | Leased/Issued                       | No   | Serenity Senior Housing is a 41-unit affordable senior housing development located in East Palo Alto, CA. The development is 100% PBV except for 1 manager unit.                                                                                                                  |
| St. Matthew                                                     | 18                               | Leased/Issued                       | No   | St. Matthew is a 56-unit affordable housing development located in San Mateo, CA. St. Matthew was converted to PBV in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                        |
| Sweeney Lane                                                    | 26                               | Leased/Issued                       | No   | Sweeney Lane is a 52-unit new construction affordable housing development located in Daly City.                                                                                                                                                                                   |
| Willow Housing                                                  | 35                               | Leased/Issued                       | No   | Willow Housing is a 60-unit development located in the Menlo Park VA campus in Menlo Park, CA. The PBV units are covered by HUD-VASH vouchers.                                                                                                                                    |
| Willow Terrace                                                  | 11                               | Leased/Issued                       | No   | Willow Terrace is a 26-unit affordable housing development located in Menlo Park, CA. Willow Terrace was converted to PBV in 2013. Prior to the conversion, the development was covered by the Project-based Certificate Program.                                                 |

1393

**Planned Total Existing Project-Based Vouchers**

\* Select "Planned Status at the End of Plan Year" from: Committed, Leased/Issued

**iv. Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year**

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

| PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR                     |
|---------------------------------------------------------------------------------------------|
| HACSM does not anticipate any changes to the MTW Housing Stock during the FY2020 Plan Year. |

**v. General Description of All Planned Capital Expenditures During the Plan Year**

Narrative general description of all planned capital expenditures of MTW funds during the Plan Year.

| GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR |
|------------------------------------------------------------------------------|
| N/A                                                                          |

## B: Leasing Information

**i. Planned Number of Households Served**

Snapshot and unit month information on the number of households the MTW PHA plans to serve at the end of the Plan Year.

| PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:        | PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED* | PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED** |
|-----------------------------------------------------|------------------------------------------------|---------------------------------------------|
| MTW Public Housing Units Leased                     | 0                                              | 0                                           |
| MTW Housing Choice Vouchers (HCV) Utilized          | 51,708                                         | 4,309                                       |
| Local, Non-Traditional: Tenant-Based <sup>^</sup>   | 180                                            | 15                                          |
| Local, Non-Traditional: Property-Based <sup>^</sup> | 636                                            | 53                                          |
| Local, Non-Traditional: Homeownership <sup>^</sup>  | N/A                                            | N/A                                         |
| <b>Planned Total Households Served:</b>             | 52524                                          | 4377                                        |

\* “Planned Number of Unit Months Occupied/Leased” is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

\*\* “Planned Number of Households to be Served” is calculated by dividing the “Planned Number of Unit Months Occupied/Leased” by the number of months in the Plan Year.

<sup>^</sup> 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 MTW PHA should estimate the number of households to be served.

| LOCAL, NON-TRADITIONAL CATEGORY | MTW ACTIVITY NAME/NUMBER                                             | PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED* | PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED* |
|---------------------------------|----------------------------------------------------------------------|------------------------------------------------|--------------------------------------------|
| Tenant-Based                    | Provider Based Program<br>MTW Activity #2011-27<br>CORA              | 180                                            | 15                                         |
| Property-Based                  | Provider Based Program<br>MTW Activity #2011-27<br>HIP Housing       | 132                                            | 11                                         |
|                                 | Provider Based Program<br>MTW Activity #2011-27<br>Service League    | 264                                            | 22                                         |
|                                 | Provider Based Program<br>MTW Activity #2011-27<br>TownePlace Suites | 240                                            | 20                                         |
| Homeownership                   | N/A                                                                  | N/A                                            | N/A                                        |

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

**ii. Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing**

Discussions of any anticipated issues and solutions in the MTW housing programs listed.

| HOUSING PROGRAM            | DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| MTW Public Housing         | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| MTW Housing Choice Voucher | Anticipated leasing issues include an extremely expensive rental market coupled with a shortage of affordable housing units and landlord resistance to accepting vouchers. Possible solutions include the Leasing Success Program, an MTW activity that allows HACSM to use HAP funds to financially incentivize landlords to join the program and to preserve existing relationships with HACSM. For example, the “no loss” bonus under the program allows HACSM to pay pro-rata contract rent between the date a Request for Tenancy Approval is received and the effective date of the HAP contract. This incentive provided a way to address the long-standing belief that landlords will lose money because of processing time. HACSM also established a Renting Success Workshop, free and available to all new voucher holders, to help prepare them for their housing search. HACSM has supported the San Mateo County Housing and Community Development agency in the development of new affordable housing, and anticipates that approximately 353 PBV units will finish construction in the next 3 years. |

| HOUSING PROGRAM        | DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local, Non-Traditional | The Local Non-Traditional partner organizations have also been challenged with the extremely expensive rental market and a shortage of available affordable housing units. To mitigate these challenges the partner organizations have been developing relationships with landlords to secure units on behalf of the clients they serve. In December 2020, San Mateo County Board of Supervisors voted unanimously to purchase the TownePlace Suites in Redwood City as part of Project-Homekey, a program started at the beginning of the pandemic to give local governments federal and state assistance to rehab hotels into long-term housing for people experiencing homelessness. HACSM has reallocated its Provider-Based budget to secure 20 units with the Provider-Based preference at the property. |

## C: Waiting List Information

### i. Waiting List Information Anticipated

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

| WAITING LIST NAME                                                                                   | DESCRIPTION                     | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED | PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR |
|-----------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------|---------------------------------------------|-----------------------------------------------------|
| Federal MTW Housing Choice Voucher Program (Tenant-Based)                                           | Community-Wide All Populations  | 4839                                 | Open                                        | N/A                                                 |
| Federal MTW Housing Choice Voucher Program (Project-Based, 636 El Camino)                           | Site Based Mixed Family Complex | 2793                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Alma Point)                              | Site Based Senior Complex       | 542                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Arroyo Green)                            | Site Based Senior Complex       | 495                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Coastside Senior Housing)                | Site Based Senior Complex       | 405                                  | Closed                                      | Yes                                                 |
| Federal MTW Housing Choice Voucher Program (Project-Based, Colma Veterans Village – Non VASH units) | Site Based Mixed Family Complex | 43                                   | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Place)                          | Site Based Mixed Family Complex | 2312                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Pacific)                        | Site Based Mixed Family Complex | 669                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Edgewater Isle)                          | Site Based Senior Complex       | 545                                  | Closed                                      | No                                                  |



| WAITING LIST NAME                                                                                  | DESCRIPTION                     | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED | PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR |
|----------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------|---------------------------------------------|-----------------------------------------------------|
| Federal MTW Housing Choice Voucher Program (Project-Based, Fair Oaks Common)                       | Site Based Mixed Family Complex | 853                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Hillside Terrace)                       | Site Based Mixed Family Complex | 314                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Half Moon Village)                      | Site Based Senior Complex       | 688                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Magnolia Plaza)                         | Site Based Senior Complex       | 368                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Montara)                                | Site Based Mixed Family Complex | 1768                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Mosaic Garden)                          | Site Based Mixed Family Complex | 763                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Midway Village)                         | Site Based Mixed Family Complex | 2680                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Newell)                                 | Site Based Mixed Family Complex | 1988                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Oceanview)                              | Site Based Senior Complex       | 195                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Pacific Oaks)                           | Site Based Senior Complex       | 136                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Redwood Oaks)                           | Site Based Mixed Family Complex | 2073                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Rotary Terrace)                         | Site Based Senior Complex       | 62                                   | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Sequoia Belle Haven)                    | Site Based Senior Complex       | 548                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, St. Matthew)                            | Site Based Mixed Family Complex | 1008                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Sweeney Lane)                           | Site Based Mixed Family Complex | 4005                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Serenity Senior Housing-University Ave) | Site Based Senior Complex       | 394                                  | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Willow Terrace)                         | Site Based Mixed Family Complex | 2286                                 | Closed                                      | No                                                  |

| WAITING LIST NAME                                                              | DESCRIPTION                     | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED | PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR |
|--------------------------------------------------------------------------------|---------------------------------|--------------------------------------|---------------------------------------------|-----------------------------------------------------|
| Federal MTW Housing Choice Voucher Program (Project-Based, The Woodlands)      | Site Based Mixed Family Complex | 1191                                 | Closed                                      | No                                                  |
| Federal MTW Housing Choice Voucher Program (Project-Based, Gateway Apartments) | Site Based Mixed Family Complex | 2718                                 | Closed                                      | No                                                  |
| Federal MTW Public Housing Units (Formerly Public Housing, now RAD PBV)        | Site Based Mixed Family Complex | 1737                                 | Closed                                      | No                                                  |

**Please describe any duplication of applicants across waiting lists:**

Since applicants may apply to multiple waitlists, duplication may occur if an applicant applied to more than one waitlist.

**Planned Changes to Waiting List in the Plan Year**

Please describe any anticipated changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

| WAITING LIST NAME | DESCRIPTION OF PLANNED CHANGES TO WAITING LIST |
|-------------------|------------------------------------------------|
| N/A               | N/A                                            |
| N/A               | N/A                                            |

### **SECTION III: PROPOSED MTW ACTIVITIES**

HACSM is not proposing any new MTW activities in FY2022.

## SECTION IV: APPROVED MTW ACTIVITIES

| MTW Activity Number | MTW Activity Title                                                                                          |
|---------------------|-------------------------------------------------------------------------------------------------------------|
| 2000 – 1            | MTW Self-Sufficiency Program                                                                                |
| 2000 – 3            | Eliminate 40% Affordability Cap at Initial Move-In/Lease Up                                                 |
| 2009 – 2            | Housing Readiness Program (HRP)                                                                             |
| 2010 – 6            | Triennial Recertification Schedule for Elderly/Disabled Families                                            |
| 2010 – 7            | Simplify Rent Calculation Process                                                                           |
| 2010 – 8            | Simplify Third Party Verification Process                                                                   |
| 2010 – 9            | Tiered Subsidy Tables (TST)                                                                                 |
| 2010 – 10           | Simplify HQS Process for HACSM-owned or Affiliated Properties                                               |
| 2011 – 15           | Institute Biennial Inspection Schedule for Units Under Contract                                             |
| 2011 – 16           | Expand the Section 8 Project-Based Voucher Program                                                          |
| 2011 – 17           | Revise Eligibility Standards                                                                                |
| 2012 – 21           | Change Qualifications for Full-Time Student Status                                                          |
| 2012 – 22           | Include Foster Care, KinGap, and Adoption Assistance Payments in Annual Income Calculation                  |
| 2012 – 23           | Modify Head of Household (HOH) Changes Policy                                                               |
| 2012 – 24           | Change Automatic Termination of HAP Contract from 180 to 90 Days                                            |
| 2012 – 26           | Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County |
| 2011 – 27           | Provider Based Program                                                                                      |
| 2014 – 29           | Revise Child Care Expense Deduction                                                                         |
| 2015 – 30           | Standard Proration for Ineligible Household Members                                                         |
| 2015 – 31           | Local Referral Process for Supportive Service Exception Units, in Project Based Voucher (PBV) Complexes     |
| 2015 – 32           | Revised EIV Income Report Review Schedule                                                                   |

| MTW Activity Number | MTW Activity Title                            |
|---------------------|-----------------------------------------------|
| 2015 – 33           | Local PBV Inspection Process                  |
| 2015 – 35           | <i>Revised</i> Leasing Success Program        |
| 2018 – 36           | Homeless Young Adults with Disability Program |

Since 2000, HACSM has utilized the flexibilities of the MTW program to significantly reform its Housing Choice Voucher programs. The activities below list the activities that have been implemented and are currently in effect.

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.

## 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 Self-Sufficiency Program, first implemented in May 2000, was originally developed to respond to welfare reform and focused almost exclusively on improving families' economic self-sufficiency in preparation for the conclusion of their welfare assistance. Families were referred to HACSM by the San Mateo County's welfare agency. In FY2014, HACSM expanded the number of vouchers allocated to this 5-year time limited program from 300 up to 800 vouchers and revised the admission process to include all new program participants from the HACSM waiting list. Due to the success of the self-sufficiency program, in FY2019, HACSM removed the 800 household limit and continued to expand the program.

HACSM collaborates with county and non-profit service providers to prepare MTW households to be economically self-sufficient upon exiting the program. Although all work-able program participants are required to participate in self-sufficiency activities and non-compliance with the FSS contract can be cause for termination of housing assistance, HACSM will review all non-compliance situations carefully and grant exception where necessary.

HACSM implemented a local escrow calculation methodology. Instead of only recognizing increases in earned income, the calculation considers several activities that prepare participants to be job-ready and position them for higher paying positions. The maximum escrow credit is \$3,500 per family and the payout is at program exit.

When a family successfully graduates from the Self-Sufficiency Program and meets the goals of their individual training and service plan (ITSP), the calculation methodology for their escrow is as follows:

Employment:

In order to qualify, at program exit, the family must meet one of the following conditions:

1. The family's earned income is more than \$2,000 at the time of FSS enrollment – The family must have a 15% but no less than \$1,500 increase in earned income over the earned income baseline stated in the FSS Contract of Participation; or
2. The family's earned income is \$2,000 or less at the time of FSS enrollment – The family must have a \$10,000 increase in earned income over the baseline stated in the FSS Contract participation.

Once the family is determined eligible, HACSM will calculate escrow based on a dollar for dollar match up to \$1,000.

Maximum escrow under this category: \$1,000

Education/Vocational Degree Attainment:

\$500 for each completed education/vocational goal.

Maximum escrow under this category: \$1,000

Personal Enrichment/Job Preparation:

\$25 for each completed workshop or skill improvement training.

Maximum escrow under this category: \$500

Path to Citizenship:

\$250 for each completed essential component toward citizenship

Maximum escrow under this category: \$500

Budgeting/Saving Series:

- \$25 for attending an HACSM approved budgeting class.
- \$100 per household for preparing and submitting to HACSM a personal budget for six, consecutive, months following the budgeting class.
- \$25 per household for opening 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.
- \$400 per household for establishing 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.

Note: Retirement accounts will not be considered as savings accounts.

Maximum escrow under this category: \$500

**Improve Credit Score:**

\$1 for each credit score point improved over the Credit Score baseline.

Maximum escrow under this category: \$250

**Personal Participant Pay Point from Individual Training and Service Plan (ITSP):**

Qualifying goals include: Transportation, child care, fulfilling student loan obligations, expunging criminal records, completion of the LENA reading program and resolving outstanding child support payments. \$250 for each Personal Participant goal completed.

Maximum escrow under this category: \$500

The maximum escrow payout is \$3,000 per household. Because escrows are only calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

**Update on the activity**

In CY2020, 120 new participants joined the MTW 5-year program and majority of them signed an FSS Contract of Participation. As of December 2020, there are approximately 543 households in the MTW Self-Sufficiency Program. Although elderly/disabled households are not required to commit to an FSS contract, all of the households were invited to participate in self-sufficiency activities, beginning with budgeting and savings classes as well as other fundamental activities to reach their yearly goals.

HACSM conducts meetings several times a year with each participant in the Self-Sufficiency program, to support their progress and assist them to maintain their momentum towards success. During each meeting, the HACSM self-sufficiency coordinators coach and mentor all adults in the household in a variety of areas including but not limited to the following: 1) Education, 2) Asset building, 3) Employment, 4) Credit repair and credit building, 5) Citizenship, 6) Parenting, and 7) Health Services.



Throughout the year, HACSM collaborated with the San Mateo County Library System in the “Book Rich Environment” and “Campaign for Third-Grade Level Reading” initiatives. In addition to the on-going encouragement to participate at the local libraries, the collaboration included three different events. Each event included free books and activities for the children and parents.

In August 2020, The Housing Authority of San Mateo County in partnership with the San Mateo Credit Union (SMCU) and the San Mateo County Library System distributed 120 back packs to low income families we service. Although children would be doing remote learning this school year, families would still need back to school essentials. The back packs provided by SMCU were prefilled with all the necessities such as color pencils, pens, pencils, erasers, glue sticks, scissors, highlighters, rulers, pencil sharpeners, pencil cases, notebooks and folders. SMCU was also able to provide hand sanitizers and a handmade mask fitted by age for each child. The San Mateo County Library was able to provide new books and each child was given 3-4 age appropriate books. This was held as a drive-through contactless event following COVID safety guidelines.

While work-able families are required to join the HACSM Family Self Sufficiency Program, HACSM also exercises flexibility when reviewing compliance, and has considered circumstances that may prevent families from joining the program. In CY2020, 23 households successfully graduated the MTW Program and 31 households were exited for various other reasons and no family was terminated due to non-compliance.

In CY2020, 210 households requested Hardship waivers to extend their program participation. Following is a list of the types of program extension requests that were received and the outcomes:

- 69 requests were received from households where all members are either elderly and/or disabled and all requests were approved
- 4 requests were received from single adult households, with a disabled minor, and all requests were approved
- 121 requests were received due to the “tight rental markets” condition, and all were approved
- 16 requests were received due to the need to complete self-sufficiency activities and all were approved

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations*

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

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2008

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

Through this MTW activity, combined with the partnership with San Mateo County’s Center on Homelessness, HACSM is able to serve homeless individuals and families who do not meet the eligibility criteria required by the Permanent Supportive Housing Program. Since 2018, admission to the Housing Readiness Program (HRP) program was streamlined via the County’s coordinated entry system (CES) to ensure equal access to this valuable resource. CES prioritizes individuals and families who had the greatest vulnerabilities and longest time in homelessness. To be assessed and referred, homeless individuals and



families may be outreached by the San Mateo County Homeless Outreach Team or approach the homeless service providers themselves for assessment.

In FY2017, HACSM proposed and received HUD approval to increase the number of HRP vouchers from 100 to 150 and the length of rental assistance from 3 to 5 years. With this expansion, the first 18 months of case management assistance continues to be provided by the referring agency, or by Abode Services upon agreements between the referring agency and Abode Services, with the remaining 42 months provided by the HACSM self-sufficiency team. The HACSM self-sufficiency team coordinates with the referring agency regarding the participant's individual goal plan.

#### ***Update on the activity***

In CY2020, 0 households successfully graduated, and 9 households were exited for various other reasons, and 10 new families joined the program. As of December 2020, there are 83 households in the program. Due to the time-limited feature, as households reach the end of their term of participation and graduate from the program, HACSM is able to admit new eligible households to the program.

In CY2020, 24 households requested Hardship waivers to extend their program participation. Following is a list of the types of program extension requests that were received and the outcomes:

- 13 requests were received from households where all members are either elderly and/or disabled and all were approved.
- 0 request was received from a single adult household, with a disabled minor, and the request was approved.
- 9 requests were received due to the “tight rental markets” condition, and all were approved.
- 2 requests were received and approved needing additional time to complete FSS educational goals.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### **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 percentage of household income that could be spent on housing costs at initial move-ins. 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 increase families' choice to rent in cities throughout San Mateo County. Prior to this activity, many HCV applicants leasing up for the first time or participants who needed to relocate were limited to certain neighborhoods due to the 40% affordability cap at move-in. Since the implementation of this MTW Activity, households began renting throughout San Mateo County.

Although the affordability cap has been eliminated, HACSM continues to negotiate rents on behalf of the participant when needed, and has established guidelines to ensure the tenant portion of rent is affordable to the participant. Guidelines 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
- Require supervisor's approval for cases where the tenant rent burden is over 50% of their monthly adjusted income.

#### ***Update on the activity***

San Mateo County continues to remain one of the most expensive rental markets with the least amount of affordable housing in the nation. As such, voucher holders and existing participants face extreme difficulty in securing housing. HACSM has found this activity, removing the 40% cap, provided some relief to those engaged in searching for housing. HACSM continues to monitor its voucher utilization rate and rent burden for participants to ensure that vouchers are being utilized and participants are not facing an overly high rent burden for housing. HACSM will continue to monitor the subsidy amounts on the Tiered Subsidy Table (MTW Activity #2010-9) and adjust when necessary.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

#### **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 FY2014 HACSM expanded the regular recertification schedule for this group to once every three years.

#### ***Update on the activity***

Conducting triennial recertification for elderly/disabled households has significantly reduced the administrative burden for HACSM as well as stress for elderly and/or disabled program participants. This activity has not significantly increased HAP costs due to stable income such as Social Security benefit most of these households received.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations*

#### **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 goal that the new activities would simplify rent calculation, increase

efficiency and accuracy, and could be easily explained to the participants. In July 2011, HACSM modified the activities as described below:

*Asset Calculations*

HACSM established a minimum threshold of \$50,000 in assets before any interest will be included 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 modified method for calculating assets has significantly simplified the rent calculation process for HACSM without creating significant impact on HAP costs.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

**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, increase productivity, and simplify the eligibility process and compliance requirement 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. 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).  
  
In FY2018, HACSM received HUD approval to expand the ability to use tenant provided documentation for all assets, regardless of the asset value. The family will continue to be required to provide a current, original statement from the financial institution(s) showing the balance of the asset account(s) without the need for additional verification. In all instances, HACSM reserves the right to seek additional verification, if necessary.
- 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 allowing families who claim child care expenses to sign a self-certification and provide supporting documents from

credible sources, such as day care invoices, receipts or written statements from the child care provider as proof of child care expense. Expenses paid to a household member who provides child care, or the absent parent will not be accepted as allowable child care expense.

- Extend the verification timeline to 180 days  
Effective July 1, 2009, HACSM implemented a revised timeline for verification documentation to 120 days for HCV applicants and participants. In FY2016, HACSM proposed and received HUD approval to extend the verification timeline to 180 days. 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***

HACSM has continued to monitor the effectiveness of this activity. To date, all households who claimed child care or medical expense have provided verifiable documentation of their expenses for HACSM accurately calculate the tenant rent. HACSM and program participants continue to realize the ongoing benefits of this activity.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

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

Approved by HUD: FYE2010

Implemented by HACSM: 3/1//2010

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

The TST 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 positive change from the HCV rules where the subsidy amount is not known until after a unit is secured, and the contract rent, and utility responsibilities are negotiated with the landlord/owner. The TST gives participants the ability to search for units with the knowledge of exactly how much HACSM will contribute to their housing costs. This knowledge enables the participant to make personal decisions as to how much of their income they want to contribute towards their housing costs, and incentivizes the participant to negotiate rent with the owner through the leasing process.

As part of the on-going monitoring of the TST activity, in FY16, HACSM proposed and received HUD approval to increase the actual minimum rent from \$50 to \$100. And, in September 2016, HACSM completed its' software update and implemented the \$100 minimum rent. As of December 31, 2016, only one hardship request had been received and approved due to this activity.

#### ***Update on the activity***

The TST has continued to be an effective tool for participants to find and secure rental units in San Mateo County. Due to the extremely challenging market conditions, the upfront subsidy amount provided by TST has been an effective tool in eliminating some of the challenges faced by the participants. The TST has

been an effective tool to project HAP costs for budgeting purposes, providing critical information for HACSM to monitor the subsidy amount and adjust the table when necessary.

In 2019, due to the unique nature of the PBV HAP contracts, HACSM reverted calculation of HAP and tenant rent back to the traditional Section 8 PBV calculation, i.e. tenant rents, including tenant-paid utilities, are capped at 30% of the household's monthly adjusted income.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

#### **Activity #2010-10: Simplify HQS Process for HACSM-owned or Affiliated Properties**

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

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

This activity allows HACSM to inspect HACSM-owned or affiliated properties to determine HQS compliance. This activity also eliminates the requirement that inspection reports for HACSM-owned or affiliated properties must be submitted to the HUD Field Office. In order to ensure impartiality, staff that work at or oversee the property will not be assigned these inspections. Instead, the inspections are conducted by one of the following: 1) The HACSM Leasing Team, HQS certified inspectors, 2) A Section 8, HQS certified specialist, or 3) An agency that is contracted by HACSM to conduct HQS inspections. In addition to the above, all current properties within this activity also have low-income tax credits from the State of California, which also require annual property inspections from an independent source.

HACSM maintains an electronic record that can be printed, as needed, or requested by the local HUD Field Office. At the time of initial implementation, the local HUD Field office supported this practice as a good method for records retention and ready access as needed.

##### ***Update on the activity***

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

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

#### **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 HAP contract.

##### ***Update on the activity***

The biennial inspection schedule has continued to support the HACSM goal of greater administrative

efficiency. 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 conducting owner outreach.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### 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***

With activity #2011-16, HACSM received HUD approval to project-base up to 30% of its budget authority. Through its FY2016 MTW Plan, HACSM received approval to increase its voucher budget authority from 30% to 35%. Through the approval of its FY2019 MTW Plan, the budget authority was again increased to 40%. Expansion of the PBV program is one of the major resources for the development of additional affordable housing units.

In selecting Project-Based projects, HACSM focus on 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.

In FY2014, HACSM adopted policies to implement 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 five-year time-limited MTW program. The HACSM's hardship policy also applies to PBV participants who transferred to the MTW program.

#### ***Update on the activity***

As of December 2020, HACSM has utilized approximately 35.5% of its budget authority to project-basing. In the Bay Area housing market, this is an important strategy to ensure long-term affordability of rental housing units. Expanding the HACSM PBV portfolio has enabled HACSM to increase its utilization rate. As of December 2020, HACSM was able to reach a 97%+ lease-up rate for its voucher program.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

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

HACSM implemented an asset 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***

In 2020, only one household was denied eligibility due to exceeding the asset limit or for owning property in which they have the legal right to reside. This activity continues to provide HACSM with an efficient tool to reach the neediest households in our community.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

**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 Full Time Student (FTS) status, dependent deduction and income exclusion, the family member must be less than 24 years old, an 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***

This activity continues to result in HAP cost savings by including the earned income from FTS who are 24 years and older. There is no evidence to suggest that this activity affects the decision of the household members in pursuing higher education. HACSM will continue to encourage and support families who pursue their educational goals.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

**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***



Despite the inclusion of foster care, Kin GAP, and adoption assistance payments in determining household income, there is no evidence that this activity affects the number of participants who are willing to be foster parents.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### 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 to work towards self-sufficiency and for HACSM to reach more eligible applicants on the HCV waitlist, HACSM implemented the following policies regarding head of household (HOH) 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). If the 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***

The number of head of household change requests has remained generally constant. HACSM will continue to monitor the number of households transfer to the MTW Self Sufficiency program.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### 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***

Due to high cost of housing, very few program participants reach “zero” HAP status. HACSM will continue to monitor the number of households exited the program because they reached “zero” HAP status.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*



## 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 FY2013 Annual Plan, HACSM received HUD approval to increase this commitment up to \$8,000,000 and in FY2016 HACSM received HUD approval to increase the commitment up to \$10,000,000 of MTW funds. Due to the success of this activity, in FY2020, HACSM received HUD approval to increase the total amount of unspent HAP funds, or MTW funds, to \$25,000,000.

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 has continued to be essential to the development of new construction affordable housing units in San Mateo County. To date the funded projects have included the creation of new affordable rental housing for families, seniors, supportive housing for individuals with serious mental illness, agricultural workforce housing-related initiatives and veterans.

HACSM will continue to utilize this activity to support affordable housing development in San Mateo County.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

## 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, a “local non-traditional” program, outside the scope of the traditional Section 8 voucher program in FY2012. 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.

Through an RFP process, HACSM originally established contracts with three 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. In 2017, a fourth contract was executed to support disabled persons and frail elderly who were at risk of homelessness, and or in danger of being placed in a skilled nursing facility, a housing choice that is far beyond their medical need.

The main focus of the program is to support housing needs of these target populations and reduce the overall County cost. 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 36 months or up to the term of the Provider’s contract.

### ***Update on the activity***

HACSM will continue to utilize this activity to serve populations in San Mateo County who are underserved or not served by the voucher program.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

## **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 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.

Note: For a household to claim eligible child care expense deductions, the deduction must relate to the income of the child’s parent or legal guardian. For example, in instances where one parent is a household member with other (non-parental) adults and the parent is claiming child care deduction because he/she is a full time student, the child care expense may only be deducted against the parent’s income, not to the total income of the household.

#### ***Update on the activity***

HACSM has found that, since implementation, this activity has saved some staff time in calculating child care expense and incurred small savings in HAP costs.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### **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 process. Because the proration is a fixed amount, it helped families know their portion of rent upfront during housing search. The simplification also reduced the staff time to explain to households how the proration was done.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### **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, HACSM has continued to refer applicants from its waiting lists to fill exception PBV units. When the vacant unit is not filled within 15 days, HACSM has accepted applicants certified by their service providers that the services provided by the property will benefit the applicant in maintaining stable housing. This activity has greatly increased the efficiency of managing waiting lists with special preferences.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

## **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***

This activity continues to support the goal of administrative streamlining and cost savings. HACSM staff continue to collect and use verifiable tenant provided documentation for required interim recertifications.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

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

Approved by HUD: FYE2015

Implemented by HACSM: 9/2/2014

#### ***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 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 is 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. HACSM will continue to develop an implementation plan that will include outreach to PBV owners and staff training as essential components for the activity's success.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### Activity #2015-35: Leasing Success Program

Approved by HUD: FYE2015

Implemented by HACSM: 7/1/2015

#### ***Description of 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. There simply is a very limited amount of rental housing, let alone affordable rental housing. With this activity, HACSM is using its Moving to Work Authority in order to implement additional programs and activities that will lead to increased participation in the MTW program and the utilization of this highly valued housing assistance.

HACSM has implemented all of the following activities: 1) Contracting with organizations that have expertise in the rental market, that will assist program applicants and participants with "housing locator services," 2) Contracting with organizations that have substantial experience in shared housing to encourage HCV participation, 3) Creating a landlord incentive program, and 4) Creating a security deposit assistance program. For additional information, see the full description in the HACSM FY2015 Annual Plan.

In late 2015 HACSM contracted with Abode Services, to assist with Housing Locator Services. Implementation of the program began February 1, 2016. Abode Services brought expertise in property management and in assisting low income families find and secure affordable housing in the San Francisco Bay area housing market. From February 2016 – October 2017, HACSM referred 316 households to Abode Services with an approximately 60% move-in success rate.

From 2015 – 2017 HACSM experienced a significant and on-going decrease in its monthly utilization, causing HACSM to be non-compliant in serving substantially the same number of households in both FY2016 and FY2017. Due to these persistent market challenges, the Leasing Success Program provided one of the biggest supports to the low-income households, however, it has also been more expensive than HACMS originally projected. Through the above efforts along with other MTW activities, as of October 2017, HACSM finally reached a 95% voucher utilization rate and is now compliant in serving essentially the same percentage of households as before it entered into its' MTW contract with HUD.

All aspects of this activity have been essential to supporting new and relocating voucher holders to find and secure rental units in the SMC rental market.

In 2017, HACSM proposed and will continue to use its' MTW Authority, including its' block grant fungibility, in order to support the costs for this on-going MTW activity.

#### ***Update on the Activity***

This MTW Activity continues to assist low income households in securing housing in San Mateo County. In 2020, 108 new owners joined the program and 22 owners continued to rent to new Section 8 households upon unit turnover. HACSM will continue to utilize this activity during FY2022.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### **Activity #2018-36: Homeless Young Adults with Disability Program**

Approved by HUD: FY2019

Implemented by HACSM: 7/1/2018

#### ***Description of the Activity***

In collaborative partnership with the Mental Health Association (MHA), HACSM is providing housing subsidy assistance for up to 20 Support and Advocacy for Young Adults in Transition (SAYAT)-eligible young adults to move from literal homelessness to stable housing and ultimately self-sufficiency.

Through this partnership, HACSM provides housing subsidy assistance to MHA directly referred SAYAT-eligible young adults who are eligible for the voucher program. The youth must be between the ages of 18-25, literally homeless, have an identified disability, and will benefit from the services provided by MHA. The eligible youth, referred to the program, would be the Head of Household and the household may ultimately include additional household members, such as dependent minors, or other adults.

Once referred by MHA, the youth meet with the HACSM case workers to conduct their program eligibility determination, based on HACSM's MTW program design and issued an MTW five-year, time-limited voucher. The SAYAT households are considered part of the HACSM MTW program and subject to all of the rules of the program, including how their subsidy amount is determined. As such, the youth will pay a portion of the contract rent directly to the landlord, based on their income and the HACSM TST activity (See Activity # 2010-9). HACSM administers the housing subsidy assistance.

Upon move in, the youth are invited to join the Self-Sufficiency Program, sign a Contract of Participation, establish goals and are eligible to receive the financial escrow bonus upon successful graduation from the program. During the five-year term of their participation, these youths also receive intensive case management and supportive services from the Mental Health Association on topics ranging from housing location, vocational training, education, employment, health services, and increased independence. MHA also provides support and appropriate interventions on an as-needed basis, as they have through their collaboration with HACSM via the Housing Readiness Program (MTW Activity 2009-2). A successful graduation would mean that the youth no longer requires government assistance (an FSS program goal), has reached a zero HAP status, or their voucher has timed out and they are not returning to homelessness.

As in the case with the other MTW activities, HACSM has an existing hardship policy. The same hardship policy which can be found in Appendix Four will be offered to SAYAT participants. Additionally, MHA has a history of working with SAYAT youth, to find and secure affordable housing options outside of the voucher program, thus mitigating a potential return to homelessness for the referred individuals.

#### ***Update on the Activity***

As of December 31, 2020, there are 16 households enrolled in the SAYAT program and 6 participating in



the FSS program. HACSM will continue to promote the Self-Sufficiency Program to SAYAT participants.

*HACSM is not proposing any non-significant changes or modifications to this activity, and as such is also not proposing any changes to the baselines, metrics, benchmarks, or authorizations.*

### Activities on Hold

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



## Closed Out Activities

| MTW Activity Number | MTW Activity Title                                                                                                                         | FY Activity Closed |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 2000 – 4            | Escrow Accounts                                                                                                                            | 2014               |
| 2009 – 5            | Expand Usage of PBV at HACSM Developments Undergoing Disposition                                                                           | 2018               |
| 2010 – 11           | Eliminate Competitive Process for Allocation of PBV to Former Public Housing                                                               | 2018               |
| 2010 – 12           | Waive 12 Month Stay Requirement for Residents in Formerly Public Housing Units Converted to PBV                                            | 2018               |
| 2010 – 13           | Accept Lower HAP by Modifying PBV Rules for In-place Residents at former Public Housing Developments                                       | 2018               |
| 2010 – 14           | Establish Flat or Market Rate Policy for Over-income Public Housing Residents at Conversion of Public Housing Units to Project-Based Units | 2018               |
| 2011 – 18           | Eliminate 100% Excluded Income from the Income Calculation Process                                                                         | 2015               |
| 2011 – 19           | Eliminate the Requirement to Complete New HAP Contract with Utility Responsibility Changes                                                 | 2017               |
| 2011 – 20           | Apply Current Payment Standards at Interim Re-examination                                                                                  | 2013               |
| 2012 – 25           | Exclude Asset Income from Calculation for Households with Assets Under \$50,000                                                            | 2017               |
| 2013 – 28           | Apply MTW Flexibilities to Public Housing                                                                                                  | 2018               |
| 2015 – 34           | Local Collections Process                                                                                                                  | 2017               |

### Activity #2000-4: Escrow Accounts

Approved by HUD: FY2010

Implemented by HACSM: 7/1/2009  
Closed by HACSM: 7/1/2014

#### *Rationale for Closing out the Activity*

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: FYE2010

Implemented by HACSM: 7/1/2009  
Closed by HACSM: 6/30/2018

#### *Rationale for Closing out the Activity*

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio,

thus is closing this activity as of June 30, 2018.

Formerly, the dispo application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.’

HACSM does not own or operate any additional properties.

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

Approved by HUD: FYE2010

Implemented by HACSM: 1/27/2011

Closed by HACSM: 6/30/2018

##### ***Rationale for Closing out the Activity***

Since FY14, when 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, HACSM has now in FY18 completed the conversion of all formerly public housing properties to PBV. At this time, HACSM does not own or operate any additional properties and thus is closing 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

Closed by HACSM: 6/30/2018

##### ***Rationale for Closing out the Activity***

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Formerly, the dispo application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.’

HACSM does not own or operate any additional properties.

#### **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

Closed by HACSM: 6/30/2018

##### ***Rationale for Closing out the Activity***

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio,

thus is closing this activity as of June 30, 2018.

Formerly, the dispo application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.’

HACSM does not own or operate any additional properties.

#### **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  
Closed by HACSM: 6/30/2018

##### ***Rationale for Closing out the Activity***

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

Formerly, the dispo application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract.’

HACSM does not own or operate any additional properties.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010  
Closed by HACSM: 7/1/2015

##### ***Rationale for Closing out 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. Because this income is excluded from the income calculation process, it does not affect the amount of a family’s rental assistance.

With the publication of PIH Notice 2013-4, issued January 28, 2013, the verification and calculation of 100% excluded income is no longer required. Because of this, HACSM has closed out this activity, effective July 1, 2015.

#### **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  
Closed by HACSM: 7/1/2017

***Rationale for Closing out the Activity***

Since this activity only applied to participants who had a HAP contract in place prior to July 1, 2010 and who didn't relocate, this activity has seen minimal to no activity in the past three fiscal years. Additionally, with the implementation of the TST, participants are responsible for their potential utilities and are encouraged to seek and secure units that are energy efficient and/or instances where the landlord pays for the utilities. With the TST activity, there are no utility allowances included in the tenants rent portion, therefore HACSM has ceased tracking the utility responsibilities and are proposing to close this activity.

**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.

**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

Closed by HACSM: 7/1/2017

***Rationale for Closing out the Activity***

HACSM will close out this activity, effective 7/1/2017, due to it being combined and linked closely with Activity #2010-7: Simplify Rent Calculation Process.

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

Approved by HUD: FYE2013

Implemented by HACSM: 7/1/2012

Closed by HACSM: 6/30/2018

***Rationale for Closing out the Activity***

As of November 2018, HACSM converted all 30 units at El Camino Village, formerly a public housing property, to RAD PBV. With this conversion, HACSM no longer has any Public Housing in its portfolio, thus is closing this activity as of June 30, 2018.

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

Approved by HUD: FYE2015

Implemented by HACSM: 9/2/2014

Closed by HACSM: 7/1/2017

***Rationale for closing out the activity***

In May 2017, HACSM received a HUD Quality Assurance Division MTW RNP/Cash Validation review. As a result of this review, HUD auditors determined that HACSM did not have the authority to implement the Fraud Recovery activity because the regulations governing this activity are not covered by the MTW agreement. Even though the MTW Office reviewed and approved the activity in the FY2015 Plan, upon further review, the MTW Office notified HACSM that their previous approval was revoked, and their recommendation was that HACSM close this activity.

HACSM has taken the MTW Office's recommendation and with the submission of this MTW Annual Plan, has closed the activity.

## SECTION V: SOURCES AND USES OF MTW FUNDS

### (I) SOURCES AND USES OF MTW FUNDS

#### ANNUAL MTW PLAN

#### A. ESTIMATED SOURCES AND USES OF MTW FUNDS

##### i. Estimated Sources of MTW Funds

| FDS LINE ITEM NUMBER                  | FDS LINE ITEM NAME                     | DOLLAR AMOUNT |
|---------------------------------------|----------------------------------------|---------------|
| 70500 (70300+70400)                   | Total Tenant Revenue                   | \$0           |
| 70600                                 | HUD PHA Operating Grants               | 104,758,325   |
| 70610                                 | Capital Grants                         | \$0           |
| 70700 (70710+70720+70730+70740+70750) | Total Fee Revenue                      | \$0           |
| 71100+72000                           | Interest Income                        | \$137,625     |
| 71600                                 | Gain or Loss on Sale of Capital Assets | \$0           |
| 71200+71300+71310+71400+71500         | Other Income                           | \$138,000     |
| 70000                                 | Total Revenue                          | \$105,033,950 |

##### ii. Estimated Uses of MTW Funds

| FDS LINE ITEM NUMBER                                    | FDS LINE ITEM NAME                         | DOLLAR AMOUNT |
|---------------------------------------------------------|--------------------------------------------|---------------|
| 91000 (91100+91200+91400+91500+91600+91700+91800+91900) | Total Operating - Administrative           | \$3,665,825   |
| 91300+91310+92000                                       | Management Fee Expense                     | \$0           |
| 91810                                                   | Allocated Overhead                         | \$0           |
| 92500 (92100+92200+92300+92400)                         | Total Tenant Services                      | \$1,885,625   |
| 93000 (93100+93600+93200+93300+93400+93800)             | Total Utilities                            | \$0           |
| 93500+93700                                             | Labor                                      | \$0           |
| 94000 (94100+94200+94300+94500)                         | Total Ordinary Maintenance                 | \$1,850       |
| 95000 (95100+95200+95300+95500)                         | Total Protective Services                  | \$0           |
| 96100 (96110+96120+96130+96140)                         | Total Insurance Premiums                   | \$77,650      |
| 96000 (96200+96210+96300+96400+96500+96600+96800)       | Total Other General Expenses               | \$835,300     |
| 96700 (96710+96720+96730)                               | Total Interest Expense & Amortization Cost | \$0           |
| 97100+97200                                             | Total Extraordinary Maintenance            | \$0           |
| 97300+97350                                             | HAP + HAP Portability-In                   | \$89,886,500  |
| 97400                                                   | Depreciation Expense                       | \$0           |
| 97500+97600+97700+97800                                 | All Other Expense                          | \$0           |

| FDS LINE ITEM NUMBER | FDS LINE ITEM NAME | DOLLAR AMOUNT |
|----------------------|--------------------|---------------|
| 90000                | Total Expenses     | \$96,352,750  |

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

Surplus HAP funds will be utilized in affordable housing developments, see MTW Activity #2012-26 “Commitment of MTW Funds for Leveraging in the Creation of Additional Affordable Housing in San Mateo County” for additional information. Surplus admin funds retained for future administrative costs.

**iii. Description of Planned Use of MTW Single Fund Flexibility**

| PLANNED USE OF MTW SINGLE FUND FLEXIBILITY                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------|
| HACSM uses Section 8 funds within their funding streams and reports on specific MTW Activities within Section V of this MTW Plan. |

**B. LOCAL ASSET MANAGEMENT PLAN**

- i. Is the MTW PHA allocating costs within statute?
- ii. Is the MTW PHA implementing a local asset management plan (LAMP)?
- iii. Has the MTW PHA provide a LAMP in the appendix?
- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

**C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION**

**i. Description of RAD Participation**

| RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| On March 16, 2017 HACSM amended the CHAP to incorporate the 2017 OCAF adjustments for RAD contract rents. The RAD Conversion Commitment (RCC) Agreement was executed April 18, 2017. And, on November 21, 2017 the RCC Amendment #1 was issued on to revise the Proposed Project Owners from San Mateo County Housing Authority, Inc. to SAMCHAI. The RAD Use Agreement was executed on November 22, 2017, and recorded November 29, 2017. And finally, the Project Based Voucher (PBV) HAP was effective December 1, 2017 for all 30 units at El Camino Village, a former Public housing property. |

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

**If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment**

|            |
|------------|
| No changes |
|------------|



## SECTION VI: ADMINISTRATIVE

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

To Be Completed after Board hearing

### *B. Documentation of Public Process*

To Be Completed after public process

### *C. Planned and Ongoing Evaluations*

HACSM will continue to refine its approach to data gathering and monitoring of MTW activities to ensure these activities meet the stated goals and objectives. HACSM is not planning to complete additional agency-directed evaluations of the demonstration in FY2022.

### *D. Lobbying Disclosures*

HACSM does not have or plan to have lobbying activities in FY2022. The Disclosure of Lobbying Activities (SF-LLL) is not attached to this Plan.

## APPENDIX ONE: Board Resolution and Certifications of Compliance

To be attached after board hearing

## APPENDIX TWO: Documentation of Public Process

To be attached after public process

### APPENDIX THREE: Certification of Payments (HUD-50071)

To be attached