

2017

*Moving to Work*

# ANNUAL REPORT

Housing Authority of the County of San Bernardino



*Building Communities  
Changing Lives*

MTW DESIGNATED AGENCY



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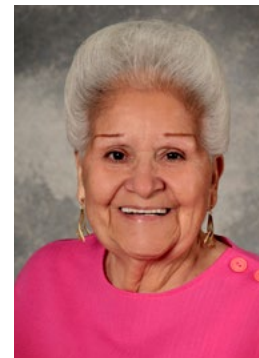
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## OUR MISSION

HACSB empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

## OUR VISION

HACSB is committed to creating a world in which all people have a stable and enriched quality of life.

## OUR CORE VALUES

**RESPECT** | We believe that all people should have a stable and enriched quality of life and should be afforded the opportunity to not only survive, but to thrive in environments that are sensitive to and encourage respect and empathy for individual circumstances.

**SAFETY** | We believe that all residents deserve a safe and secure living environment that is crime and distraction free and where families can feel good about raising their children.

**INTEGRITY** | We believe that there is a strong, mutually-reinforcing connection between the integrity of our staff/programs and the success of our clients. Integrity building within our organization is key toward fulfilling our mission statement.

**SERVICE** | We believe that in order to be successful we must serve the public by being effective stewards of its financial resources and by developing a customer service business model based on benchmarks and measurements.



# Housing Authority of the County of San Bernardino **EXECUTIVE MANAGEMENT TEAM**



**Maria Razo**  
Executive Director



**Gustav Joslin**  
Deputy Executive Director



**Jennifer Dawson**  
Director of Human Resources



**Ana Gamiz**  
Director of Policy and Public Relations



**Rishad Mitha**  
Director of Asset and Property Management

## **FOR MORE INFORMATION**

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# Section I: Introduction

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For 75 years, the Housing Authority of the County of San Bernardino (HACSB) has been a leading provider of affordable housing in the County of San Bernardino. The County of San Bernardino is the largest county in the contiguous United States, consisting of 24 cities and covering over 20,000<sup>1</sup> square miles of land. It is the twelfth largest county in the nation<sup>2</sup>, with more residents than 15 states. The population of San Bernardino County has grown by 4.6 percent<sup>3</sup> between 2010 and 2015 and is expected to rise by 27% through 2035. HACSB proudly serves more than 30,000 people, most of whom are seniors, disabled individuals, and children.

HACSB's success is a result of our business approach to strategic planning and delivery of services. We strive to design our program as a stepping stone, providing housing stability to the families we serve on their path to economic independence. In alliance with an extensive list of community partners, government agencies, employment service providers, and institutions of higher education we provide family/individual case management and counseling, assist with career training and job placement, and ensure program integrity. These efforts are building blocks to achieve our mission and vision while upholding our core values of respect, safety, integrity and service.

***HACSB Mission Statement*** - Empower all individuals and families in need, to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

***HACSB Vision*** – HACSB is committed to creating a world in which all people have a stable and enriched quality of life.

***HACSB Values*** - HACSB strives to be a key participant in supporting and improving the community it serves. HACSB seeks to streamline its programs and establish a higher standard of services to the community. Our core values of respect, safety, integrity and service will guide us in accomplishing our Mission and Vision.

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<sup>1</sup> San Bernardino County 2015 Community Indicators Report

















<sup>2</sup> Census Population Estimates 2013

<sup>3</sup> Census Quick Facts 2015

## What is “Moving to Work”?

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program for housing authorities to design and test innovative housing and self-sufficiency initiatives targeted to address local needs. The MTW designation allows participating agencies to waive certain statutes and U.S. Department of Housing and Urban Development regulations in order to increase housing choice for low-income families, encourage households to pursue self-sufficiency, and improve administrative and operational cost effectiveness.

As a high-performing, innovative and progressive agency, HACSB received its MTW designation in 2008. In April 2016 the MTW agreement was extended for an additional ten years through 2028. HACSB has completed its seventh year of participation during which time we have developed 25 MTW initiatives. HACSB’s MTW designation allows us to test new methods to improve housing services and to better meet local needs. A timeline of our MTW Plans and Reports follows.





| MTW Plan   | Approved by HUD   |
|--|---|
| FY 2009 MTW Plan   | September 25, 2008  |
|  Amendment 1    |  June 29, 2009       |
| FY 2010 MTW Plan   | September 30, 2009  |
|  Amendment 1    |  November 18, 2009   |
|  Amendment 2    |  February 22, 2010   |
|  Amendment 3    |  September 15, 2010  |
| FY 2011 MTW Plan   | October 18, 2010  |
| FY 2012 MTW Plan   | October 5, 2011   |
|  Amendment 1   |  November 4, 2011   |
| FY 2013 MTW Plan   | September 27, 2012  |
| FY 2014 MTW Plan   | May 14, 2014  |
| FY 2015 MTW Plan   | February 13, 2015   |
|  Amendment 1A |  May 11, 2015      |
|  Amendment 1B |  N/A. <sup>3</sup> |
|  Amendment 2  |  N/A. <sup>4</sup> |
| FY 2016 MTW Plan   | November 4, 2015  |

| MTW Report                          | Accepted by HUD                       |
|-------------------------------------|---------------------------------------|
| FY 2009 MTW Report                  | April 22, 2010                        |
| FY 2010 MTW Report                  | March 21, 2011                        |
| FY 2011 MTW Report                  | March 20, 2012                        |
| FY 2012 MTW Report                  | July 19, 2013                         |
| FY 2013 MTW Report                  | December 31, 2013                     |
| FY 2014 MTW Report                  | December 31, 2014                     |
| FY 2015 MTW Report                  | December 22, 2015                     |
| FY 2016 MTW Report                  | August 16, 2018                       |
| FY 2017 MTW Report<br>(this report) | Submitted to HUD<br>December 13, 2017 |

<sup>3</sup> Proposed changes were relocated to HACSB’s 2017 Annual MTW Plan pre HUD’s request.

<sup>4</sup> Proposed changes were relocated to HACSB’s 2017 Annual MTW Plan pre HUD’s request.







|   |  |
|---|--|
| FY 2017 MTW Plan  | February 2, 2017   |
|  Amendment 1 |  April 3, 2017      |
|  Amendment 2 |  September 27, 2017 |
| FY 2018 MTW Plan  | October 26, 2017   |
| FY 2019 MTW Plan  | Pending HUD Approval   |

## Overview of Agency’s Goals and Objectives

### Accomplishments

HACSB has continued to develop, improve and revise MTW activities to increase administrative efficiencies, develop economically self-sufficient families, and expand housing options for our families. Despite ongoing budget reductions, HACSB has made progress in the development and/or implementation of the following most recent MTW activities:

-  Activity 22 – Streamlined Lease Assistance Program – implemented February 1, 2015
-  Activity 23 – No Child Left Unsheltered – Implemented April 1, 2015
-  Activity 24 – Transition for Over-Income Families – Implemented April 1, 2015
-  Activity 25 – Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing

### Long-Term Goals

Prior to our MTW designation in 2008, HACSB completed a 30-year strategic planning process to develop the agency’s long-term goals. These goals serve to guide us toward achieving our mission and vision. Our short-term milestones and annual accomplishments mark our progress toward realizing the 30-year strategic goals. Our strategic 30 year goals are:

| HACSB 30 Year Strategic Goals |   |
|-------------------------------|---|
| <b>Strategic Goal 1:</b>      | No eligible family waits longer than 10 days for housing  |
| <b>Strategic Goal 2:</b>      | Clients have achieved their own personal level of stability and economic independence           |
| <b>Strategic Goal 3:</b>      | For those whom a transition is appropriate, the maximum stay in assisted living is 5 years      |
| <b>Strategic Goal 4:</b>      | HACSB leaders and supporters are innovative policy makers and influencers of legislation        |
| <b>Strategic Goal 5:</b>      | HACSB has secured the resources needed for accomplishing its mission                            |
| <b>Strategic Goal 6:</b>      | HACSB is a leading developer and provider of affordable housing in the County of San Bernardino |
| <b>Strategic Goal 7:</b>      | HACSB is adequately staffed with well trained and fully developed employees                     |






|                           |   |
|---------------------------|---|
| <b>Strategic Goal 8:</b>  | HACSB communication is open, honest and consistent  |
| <b>Strategic Goal 9:</b>  | HACSB employees have a high level of morale   |
| <b>Strategic Goal 10:</b> | HACSB clients, programs and properties are embraced by all communities                            |
| <b>Strategic Goal 11:</b> | HACSB clients live in safe and desirable homes and communities where they can develop and prosper |

The flexibilities provided through our MTW designation assist in our efforts to achieve our long term goals, and our long-term vision aligns with the statutory objectives of the MTW program. HACSB currently has 26 approved MTW activities and no activities pending HUD approval. Twelve activities address the objective of operational efficiency, nine assist families with their economic independence efforts, and five help expand housing opportunities. As good stewards of taxpayers’ dollars, we ensure optimal use of funds to provide the best quality services to our families. We continually seek to implement innovative solutions that streamline processes, increase efficiency, and help families achieve economic independence. Proactive planning has helped us face the consecutive budget reductions while increasing the number of families served and services provided.

## Short-Term Goals





Our long-term goals align with the MTW statutory objectives and our vision of creating a world in which all people have a stable and enriched quality of life. We achieve our long-term goals by aligning our agency’s short-term strategic goals with the MTW goals/objectives.-

- **Goal 1 - Operational efficiency through innovation** – Maximizing HACSB’s economic viability and sustainability through the following strategies:

-  Ensure excellent and efficient stewardship of resources and programs
-  Maintain a workplace environment that attracts and retains capable employees who feel they are making a difference
-  Have an increasingly diverse number of funding sources to provide the programs and services described in the strategic plan
-  Develop a communication program that effectively disseminates information inside and outside the Agency
-  Provide world-class customer service




In addition to implementing non-MTW activities to address this goal, we have currently implemented twelve MTW activities that address this goal (listed under the administrative efficiency statutory objective on the following table).

- **Goal 2 – Develop economically independent clients** – Facilitating opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy through the following strategies:

-  Develop and maintain policies programs, and services that foster accountability, responsibility and economic independence
-  Transform client mindset from entitlement to empowerment
-  Partner with external organizations to support clients in acquiring life skills, education and training
-  Assist families in strengthening personal accountability and in transitioning to Home Ownership/Market rentals



In addition to implementing non-MTW activities to address this goal, we have currently implemented nine MTW activities that address this goal (listed under the economic independence statutory objective on the following table).

- Goal 3 – Ensure freedom of housing choice – Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life through the following strategies:**
  -  Improve and expand HACSB’s real estate assets
  -  Partner with external organizations to leverage funding and development opportunities
  -  Develop innovative programs to expand housing opportunities for under-served populations such as homeless Veterans and homeless families with children




In addition to implementing the above non-MTW activities to address this goal, we have currently implemented five MTW activities that address this goal (listed under the expanding housing opportunities statutory objective on the following table).

The table below shows a current list of activities that were approved in our MTW Annual Plans.

| ACTIVITY    | DESCRIPTION                               | STATUTORY OBJECTIVE | PLAN YEAR | STATUS      |
|-------------|---|---------------------|-----------|-------------|
| Activity 1  | Single Fund Budget                        | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 2  | Strategic Investment Policies             | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 3  | Alternate Assessment Program              | Cost Effectiveness  | FY 2009   | On Hold     |
| Activity 4  | Biennial Recertifications                 | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 5  | Local Verification Policies               | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 6  | Elimination of Assets                     | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 7  | Controlled Program Moves                  | Cost Effectiveness  | FY 2009   | Implemented |
| Activity 8  | Local Policies for Portability            | Self-Sufficiency    | FY 2009   | Implemented |
| Activity 9  | Elimination of Earned Income Disallowance | Self-Sufficiency    | FY 2009   | Implemented |
| Activity 10 | Minimum Rent                              | Self-Sufficiency    | FY 2009   | Implemented |
| Activity 11 | Local Project-Based Voucher Program       | Housing Choice      | FY 2009   | Implemented |
| Activity 12 | Local Payment Standards                   | Housing Choice      | FY 2009   | Implemented |
| Activity 13 | Local Inspection Standards                | Cost Effectiveness  | FY 2010   | Implemented |
| Activity 14 | Local Asset Management Program            | Cost Effectiveness  | FY 2010   | Implemented |









| ACTIVITY    | DESCRIPTION  | STATUTORY OBJECTIVE             | PLAN YEAR | STATUS              |
|-------------|--|---------------------------------|-----------|---------------------|
| Activity 15 | Pilot Work Requirement   | Self-Sufficiency                | FY 2010   | Implemented         |
| Activity 16 | Operating Subsidy for Vista del Sol                                      | Housing Choice                  | FY 2010   | Closed Out          |
| Activity 17 | Local Income Inclusion   | Self-Sufficiency                | FY 2011   | Implemented         |
| Activity 18 | Property Management Innovation   | Cost Effectiveness              | FY 2011   | Implemented         |
| Activity 19 | Local FSS program  | Self-Sufficiency                | FY 2011   | Implemented         |
| Activity 20 | Five Year Lease Assistance Program                                       | Self-Sufficiency                | FY 2011   | Implemented         |
| Activity 21 | Utility Allowance Reform   | Cost Effectiveness              | FY 2012   | Closed Out          |
| Activity 22 | Streamlined Lease Assistance Program                                     | Cost Effectiveness              | FY 2013   | Implemented         |
| Activity 23 | No Child Left Unsheltered  | Self-Sufficiency                | FY 2014   | Implemented         |
| Activity 24 | Transition for Over-Income Families                                      | Self-Sufficiency                | FY 2014   | Implemented         |
| Activity 25 | Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing | Housing Choice                  | FY 2016   | Implemented         |
| Activity 26 | Local Disaster Short-Term Rental Assistance                              | Expanding Housing Opportunities | FY 2017   | Not Yet Implemented |

HACSB has made progress toward our long-term strategic goals in the following ways:

- Goal 1 - Operational efficiency through innovation – Maximizing HACSB’s economic viability and sustainability:**
  -  In FY 2017 the HACSB team finalized a contract with a client database software for upgrade in FY 2018.
  -  Implemented a new on-line training system for employees.
  -  Created and enhanced a comprehensive asset performance and quality control program for all HACSB properties.
- Goal 2 – Develop economically independent clients – Facilitating opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy:**
  - Enhanced economic opportunities for youth and young adults by implementing a Youth Employment Program which provides program participants between the ages of 16-24 with 6 months of subsidized employment. Twenty-five youth and young adults committed to the program, during the fiscal year, to gain employment experience, improve work skills, and become self-sufficient. Launched a new Employment, Training, and Resource page on the agency’s website where participant families can conveniently gain access to local opportunities that meet the specific needs of their households. Expanded scholarship application submission period from once a year to



quarterly to accommodate lifetime learners who often have non-traditional terms. Participated in several collaborative employment resource and opportunity events for participants to connect with local employers and resource organizations.

- **Goal 3 – Ensure freedom of housing choice** – *Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life:*
  -  Phase I of on-site construction at the Waterman Gardens Public Housing site was completed, 62-units, and a groundbreaking was held on September 28, 2017.
  -  Phase I of construction for Horizons at Yucaipa Senior Housing Community was completed and a groundbreaking was held on June 6, 2017. All 50-units are Project-Based Voucher units.
  -  Acquired Golden Apartments, 21-units expected to be converted to 38-units post-rehabilitation work. Purpose is to provide permanent supportive housing for chronically homeless.
  -  Acquired Queens Motel, 61-units expected to be converted to 31-units post rehabilitation work.
  -  Completed Phase 1 of RAD conversion 552 units – this conversion has allowed us to address deferred capital improvements. Purpose is to provide permanent supportive housing for chronically homeless.
  -  Our full Public Housing portfolio was approved for the Rental Assistance Demonstration Program, and conversion began in 2016. The program will convert the public housing subsidies into a long-term, Project-Based Section 8 rental assistance subsidy, which will provide stable and predictable revenues allowing HACSB to apply for Low-Income Housing Tax Credits and other sources of financing to fund public housing renovations.
  -  Continued to support expansion of affordable housing through partnerships with developers. HACSB is currently involved with projects in Colton, Loma Linda, Redlands, San Bernardino, Victorville, and Yucaipa.
  -  The HACSB affiliate non-profit, KEYS, has been re-structured to focus on supporting rapid rehousing and stabilization services for special populations with a current focus on homeless families with children and homeless veterans and their families. Through its various programs, during this calendar year, KEYS has housed 558 homeless families.

Serving the needs of our residents and helping them on their path to economic independence is a priority at HACSB. The administrative efficiencies achieved through our activities helped create the Career Development Initiatives (CDI) Department that works closely with our families to further our strategic goal of transforming clients' mindsets from entitlement to empowerment. We have also repositioned assets and implemented innovative activities to create quality housing choices for our families.

We are confident that through our long term strategic planning and collaboration with community partners, we will reach our mission of empowering all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout the County of San Bernardino.

## Section II: General Operating Information

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This section provides an overview of the Housing Authority of the County of San Bernardino's housing portfolio, leasing, and waiting list information.

## A. MTW REPORT: HOUSING STOCK INFORMATION (Units funded with the MTW Block Grant)

### *New Housing Choice Vouchers that were Project-Based during the Fiscal Year*

The conversion of HACSB’s Public Housing portfolio under the Rental Assistance Demonstration (RAD) Program began in FY 2016. The units converted to Project-Based Vouchers (PBV) in FY 2016 are included in the table below. In accordance with Notice PIH 2012-32, the RAD units do not count against the maximum amount of assistance HACSB may utilize for its PBV program. The total number of non-RAD PBV units at the end of FY 2016 is 1,336. The number of PBV units leased at the end of the fiscal year was slightly lower than anticipated because the Horizons at Yucaipa development (50 PBV units) was still under construction, and the NCLU program was leased at approximately 50% of capacity for the year.

| New Housing Choice Vouchers that were Project-Based During the Fiscal Year |  |   |  |
|--|--|---|--|
| Property Name  | Anticipated Number of New Vouchers to be Project-Based * | Actual Number of New Vouchers that were Project-Based | Description of Project   |
| Bloomington Family Community - Phase I                                     | 11   | 11  | Family Community, New Development  |
| Valencia Grove, Redlands   | 85   | 0   | PBV as replacement for PH disposition for mixed family and senior units - PBV Completed in FY 2016 |
| Val-9, San Bernardino  | 75   | 0   | Family Community, New Development - PBV Completed in FY 2016                                       |
| Horizons at Yucaipa Senior Housing, Yucaipa                                | 50   | 50  | Senior Community, New Development  |
| Bloomington Family Community - Phase II                                    | 20   | 0   | Family Community, New Development  |
| Ivy at College Park, Chino   | 8  | 0   | Family Community, New Development  |
| Veterans' Housing, Various Sites   | 60   | 0   | Veterans' Housing, Existing Developments   |
| Veterans' Housing, Loma Linda  | 37   | 0   | Veterans' Housing, New Development   |
| Fontana Family Development Project, Fontana                                | 8  | 0   | Family Community, New Development  |
| Olive Meadows, San Bernardino  | 0  | 61  | Family Community, New Development  |

|  |   |  |  |
|--|---|--|--|
| <p>Anticipated Total Number of New Vouchers to be Project-Based *</p> <p>354</p> | <p>Actual Total Number of New Vouchers that were Project-Based</p> <p>122</p> | <p>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *</p> <p>1,469</p> | <p>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *</p> <p>1,469</p> |
|  |   | <p>Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</p> <p>2,010</p>        | <p>Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year</p> <p>1169</p>         |

\* From the Plan



| <b>Voucher Program – Project Based Voucher Properties</b> |                |                        |
|---|----------------|------------------------|
| <b>Property Name</b>                                      | <b>City</b>    | <b>Number of Units</b> |
| Redwood Terrace   | Fontana        | 68                     |
| Robert O. Townsend  | Montclair      | 48                     |
| Vista Del Sol   | Redlands       | 53                     |
| Arrowhead Woods   | San Bernardino | 51                     |
| Grandview Towers  | Twin Peaks     | 40                     |
| Yucaipa Crest   | Yucaipa        | 45                     |
| Yucaipa Terrace   | Yucaipa        | 51                     |
| Desert Village  | Victorville    | 46                     |
| Sunset Pointe   | Barstow        | 117                    |
| Sunrise Vista   | Barstow        | 108                    |
| Mentone Clusters  | Mentone        | 34                     |
| Scattered Sites   | Various        | 308                    |
| Andalusia   | Victorville    | 42                     |
| Arrowhead Commons   | San Bernardino | 17                     |
| Meadowbrook   | San Bernardino | 47                     |
| No Child Left Unsheltered – Scattered Sites               | Various        | 26                     |
| No Child Left Unsheltered – Scattered Sites               | Various        | 10                     |
| No Child Left Unsheltered – Scattered Sites               | Various        | 4                      |
| Bloomington Family Community                              | Bloomington    | 11                     |
| Horizons at Yucaipa Senior Housing                        | Yucaipa        | 50                     |
| Valencia Grove  | Redlands       | 85                     |
| Valencia Vista (AKA Val-9)                                | San Bernardino | 75                     |
| Waterman Gardens Scattered Sites (RAD)                    | San Bernardino | 97                     |
| Glenn Court (RAD)   | Redlands       | 50                     |
| Monte Vista (RAD)   | Chino          | 75                     |
| Maplewood Homes (RAD)                                     | San Bernardino | 296                    |
| Maplewood Homes Scattered Sites (RAD)                     | San Bernardino | 34                     |
| Bloomington Family Community – Phase I                    | Bloomington    | 11                     |
| Horizons at Yucaipa Senior Housing                        | Yucaipa        | 50                     |
| Olive Meadows   | San Bernardino | 61                     |
| <b>Total Project Based Units</b>                          |                | <b>2,010</b>           |

*Other Changes to the Housing Stock that Occurred during the Fiscal Year*

**Other Changes to the Housing Stock that Occurred During the Fiscal Year**

The Public Housing portfolio began FY 2017 with 548 units. No decreases were made in FY 2017. Throughout the year, increases were made to the portfolio as

| CHANGES TO PUBLIC HOUSING TOTAL UNITS IN FY 2017 |  |           |
|--|--|-----------|
| AMP  | Description  | # Units   |
| AMP 140  | Voluntary transfer of 98 Public Housing units from the Housing Authority of the City of Upland effective July 1, 2017. | 98        |
| <b>TOTAL</b>                                     |  | <b>98</b> |

Therefore, as of September 30, 2017, there were 646 public housing units. This does not include 8 offline units (ACC Non Dwelling) that had previously been permanently converted to non-dwelling units for resident service purposes such as head-start centers, child care, and education centers or 12 non ACC units used for administrative purposes and resident amenities (community rooms, laundry rooms, etc.).

## *General Description of Actual Capital Fund Expenditures during the Plan Year*

### **General Description of Actual Capital Fund Expenditures During the Plan Year**

The most significant expenditures of Capital Funds in 2017 were directly related to the ongoing pre-development and development work associated with our major public housing revitalization projects in Redlands and San Bernardino. Capital Funds were utilized to prepare for demolition of the original public housing units remaining at the site on which the second phase of the Valencia Grove (Lugonia) project in Redlands will be built. Similarly, Cap Fund supported the second construction phase of the Waterman Gardens redevelopment project in San Bernardino. Construction and occupancy of the first 75 units was completed on an adjacent site in late 2016. HACSB had successfully applied under the Rental Assistance Demonstration (RAD) program to convert existing public housing operating and capital subsidies for that site to project-based rental assistance. The second phase of the project (first phase on site) was completed in August, 2017 entailing construction of 62 new units supported by RAD subsidy, wherein the new Olive Meadow apartment complex was built utilizing 9% low-income housing tax credits (LIHTC) and FHA debt serviced by the new RAD voucher funding stream. The tax credit allocation for that project was awarded in September 2015. Capital Fund was utilized to cover Architecture/Engineering, legal, consulting and resident relocation as well as direct construction costs associated with the revitalization.

Work continued authority-wide under Capital Fund to improve dwellings on an as-needed basis for ADA/Section 504 accessibility, energy conservation and weatherization. Continued federal budget cuts have reduced the fund substantially, leading to our decision to complete RAD conversion for the entire Public Housing portfolio. Our RAD application for the entire portfolio was approved in FY 2015, and 552 units were converted under RAD in early FY 2016. Capital Fund was utilized in 2017 to complete immediate physical needs work identified in the RAD Physical Needs Assessment(s) for those 552 units. The application(s) for RAD conversion of our remaining 354 public housing units were submitted for final HUD approval during the summer of 2017 and the final RAD conversion is expected to close near the end of the year.



**Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End**

**Authority Owned (Non-HUD) Housing Stock** - HACSB owns 1,200 non-HUD units (including 5 commercial units) across 17 cities throughout the County. Many of these units are affordable for families earning 80% or less of the Area Median Income (AMI) as a result of public funds acquired for the acquisition and/or development, such as HOME and Redevelopment Housing Set-Aside funds. In March 2017, HACSB acquired Queens Motel in the city of Victorville, an existing 61-unit vacant motel that will be rehabbed to 31 one-bedroom apartments to provide permanent supportive housing for chronically homeless households. This count is currently not included in the breakdown below as its offline and unoccupied. The breakdown of the 1,200 other units by Housing Program is detailed in the chart below.

| Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End |             |   |
|--|-------------|---|
| Housing Program *  | Total Units | Overview of the Program   |
| Market - Rate  | 453         | Market Rate   |
| State Funded   | 51          | Funded by State of California   |
| Locally Funded   | 458         | HOME grant units, Redevelopment grant units, NSP  |
| Other*   | 238         | Project based vouchers *(Total HA-Owned PBV = 841, including 51 units counted in State Funded category) |
| <b>Total Other Housing Owned and/or Managed</b>                              | <b>1200</b> |   |

\* **Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe: **Project Based Vouchers**

The chart below lists the properties and total number of units in each property in the HACSB Authority Owned (Non-HUD) Housing Portfolio.

| AUTHORITY-OWNED HOUSING STOCK                         |              |             |  |                |             |
|---|--------------|-------------|--|----------------|-------------|
| Property Name   | City         | Total Units | Property Name                                | City           | Total Units |
| Muni Property   | Apple Valley | 7           | Bahia  | Ontario        | 3           |
| Desert View   | Baker        | 24          | Frankish Building<br>(includes 5 commercial) | Ontario        | 21          |
| Sunrise Vista   | Barstow      | 156         | Brockton                                     | Redlands       | 8           |
| Sunset Pointe   | Barstow      | 144         | Hampton Court                                | Redlands       | 24          |
| 9 <sup>th</sup> Street Property                       | Colton       | 3           | Lombard                                      | Redlands       | 4           |
| Canyon Villas   | Colton       | 46          | Stillman                                     | Redlands       | 9           |
| Las Palmas  | Fontana      | 16          | Merrill                                      | Rialto         | 24          |
| Redwood Terrace                                       | Fontana      | 68          | Arrowhead Woods                              | San Bernardino | 51          |
| A Avenue  | Hesperia     | 4           | Yucca  | San Bernardino | 14          |
| Sunnyside   | Hesperia     | 30          | Grandview Towers                             | Twin Peaks     | 40          |
| Mesa Gardens  | Hesperia     | 29          | Andalusia                                    | Victorville    | 168         |
| Sequoia   | Hesperia     | 35          | Sunset Gardens                               | Yucaipa        | 39          |
| Stone Creek   | Loma Linda   | 20          | Third Street                                 | Yucaipa        | 19          |
| Van Leuven (14/8)                                     | Loma Linda   | 22          | Yucaipa Crest                                | Yucaipa        | 45          |
| Mentone (State)                                       | Mentone      | 34          | Yucaipa Terrace                              | Yucaipa        | 51          |
| Crafton   | Mentone      | 5           | Scattered Sites                              | Various        | 3           |
| Kingsley Patio  | Montclair    | 34          |  |                |             |
| <b>TOTAL ALL AUTHORITY OWNED HOUSING STOCK: 1,200</b> |              |             |  |                |             |

## B. MTW REPORT: LEASING INFORMATION

### Actual Number of Households Served at the End of the Fiscal Year

#### Public Housing

| Actual Number of Households Served at the End of the Fiscal Year   |  |  |
|--|--|--|
| <b>Housing Program: Federal MTW Public (Affordable) Housing</b>  |  |  |
|  | <b>Number of Households Served*</b>                  |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Public (Affordable) Housing  | 219  | 1,183  |
| <b>Total Projected and Actual Households Served</b>  | <b>219</b>   | <b>1,183</b>   |
| * Calculated by dividing the planned/actual number of unit months occupied/leased by 12.   |  |  |
| ** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.                      |  |  |
| <b>Housing Program: Federal MTW Public (Affordable) Housing</b>  |  |  |
|  | <b>Unit Months Occupied/Leased****</b>               |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Public (Affordable) Housing  | 2,628  | 14,197   |
| <b>Total Projected and Annual Unit Months Occupied/Leased</b>  | <b>2,628</b>   | <b>14,197</b>  |
| The actual number of households served and unit months leased reflect all families served at HACSB's traditional Public Housing sites and Public Housing sites that were converted to project-based voucher sites through RAD. |  |  |
| *** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.                     |  |  |
| **** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.  |  |  |
|  | <b>Average Number of Households Served Per Month</b> | <b>Total Number of Households Served During the Year</b> |
| Households Served through Local Non-Traditional Services Only  | x  | x  |

## Housing Choice Voucher

| Actual Number of Households Served at the End of the Fiscal Year   |  |  |
|--|--|--|
| <b>Housing Program: Federal MTW Housing Choice Voucher</b>   |  |  |
|  | <b>Number of Households Served*</b>                  |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Housing Choice Voucher Property-based Assistance Programs **   | 1,888  | 1,112  |
| Number of Units that were Occupied/Leased through Housing Choice Voucher Tenant-Based Assistance Programs **   | 6,547  | 7,690  |
| Port-In Vouchers (not absorbed)  | 0  | 171  |
| <b>Total Projected and Actual Households Served</b>  | <b>8,435</b>   | <b>8,972</b>   |
| * Calculated by dividing the planned/actual number of unit months occupied/leased by 12.   |  |  |
| ** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served   |  |  |
| <b>Housing Program: Federal MTW Housing Choice Voucher</b>   |  |  |
|  | <b>Unit Months Occupied/Leased****</b>               |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Housing Choice Voucher Property-based Assistance Programs ***  | 22,656   | 13,339   |
| Number of Units that were Occupied/Leased through Housing Choice Voucher Tenant-Based Assistance Programs ***  | 78,564   | 92,275   |
| Port-In Vouchers (not absorbed)  | 0  | 2,047  |
| <b>Total Projected and Annual Unit Months Occupied/Leased</b>  | <b>101,220</b>                                       | <b>107,661</b>   |
| <p>We conservatively projected to be at 98% utilization with a goal to reach or exceed 100% of our MTW baseline if fungibility and cost-efficiencies through MTW activities support it. Through these efficiencies and without sequestration we were able to slightly exceed our projected lease-up rate for the FY.</p> |  |  |
| *** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.   |  |  |
| **** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.  |  |  |
|  | <b>Average Number of Households Served Per Month</b> | <b>Total Number of Households Served During the Year</b> |
| Households Served through Local Non-Traditional Services Only  | x  | x  |



## Local, Non-Traditional MTW Funded Programs

| Actual Number of Households Served at the End of the Fiscal Year   |  |  |
|--|--|--|
| <b>Housing Program: Local, Non-Traditional Programs</b>  |  |  |
|  | <b>Number of Households Served*</b>                  |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Local, Non-Traditional Property-Based Assistance Programs **   | 0  | 0  |
| Number of Units that were Occupied/Leased through Local, Non-Traditional Tenant-Based Assistance Programs **   | 0  | 0  |
| <b>Total Projected and Actual Households Served</b>  | <b>0</b>   | <b>0</b>   |
| * Calculated by dividing the planned/actual number of unit months occupied/leased by 12.   |  |  |
| ** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.  |  |  |
| <b>Housing Program: Local, Non-Traditional Programs</b>  |  |  |
|  | <b>Unit Months Occupied/Leased****</b>               |  |
|  | <b>Planned</b>                                       | <b>Actual</b>  |
| Number of Units that were Occupied/Leased through Local, Non-Traditional Property-Based Assistance Programs ***  | 0  | 0  |
| Number of Units that were Occupied/Leased through Local, Non-Traditional Tenant-Based Assistance Programs ***  | 0  | 0  |
| <b>Total Projected and Annual Unit Months Occupied/Leased</b>  | <b>0</b>   | <b>0</b>   |
| N/A  |  |  |
| *** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served. |  |  |
| **** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.  |  |  |
|  | <b>Average Number of Households Served Per Month</b> | <b>Total Number of Households Served During the Year</b> |
| Households Served through Local Non-Traditional Services Only  | X  | X  |

*Reporting Compliance with Statutory MTW Requirements – 75% of Families Assisted are Very Low-Income*

**Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income**

HUD will verify compliance with the statutory objective of “assuring that at least 75 percent of the families assisted by the Agency are very low-income families” is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

| <b>Fiscal Year:</b>  | <b>2011</b> | <b>2012</b> | <b>2013</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Total Number of Local, Non-Traditional MTW Households Assisted                                   | 0           | 0           | 0           | 0           | 0           | 0           | X           | X           |
| Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income     | 0           | 0           | 0           | 0           | 0           | 0           | X           | X           |
| Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income | 0           | 0           | 0           | 0           | 0           | 0           | X           | X           |

**Reporting Compliance with Statutory MTW Requirements – Maintain Comparable Mix**

**Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix**

In order to demonstrate that the statutory objective of “maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration” is being achieved, the PHA will provide information in the following formats:

**Baseline for the Mix of Family Sizes Served**

| Family Size: | Occupied Number of Public Housing units by Household Size when PHA Entered MTW | Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW | Non-MTW Adjustments to the Distribution of Household Sizes * | Baseline Number of Household Sizes to be Maintained | Baseline Percentages of Family Sizes to be Maintained |
|--------------|--|--|--|---|---|
| 1 Person     | 442  | 2,801  | -  | 3,243   | 35%   |
| 2 Person     | 338  | 1,619  | -  | 1,957   | 21%   |
| 3 Person     | 279  | 1,187  | -  | 1,466   | 16%   |
| 4 Person     | 222  | 1,003  | -  | 1,225   | 13%   |
| 5 Person     | 142  | 567  | -  | 709   | 8%  |
| 6+ Person    | 183  | 569  | -  | 752   | 8%  |
| Totals       | 1,606  | 7,746  | -  | 9,352   | 100%  |

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized

N/A

Continued on next page.

**Mix of Family Sizes Served**

|  | 1 Person | 2 Person | 3 Person | 4 Person | 5 Person | 6+ Person | Totals |
|--|----------|----------|----------|----------|----------|-----------|--------|
| Baseline Percentages of Household Sizes to be Maintained **              | 34.7%    | 20.9%    | 15.7%    | 13.1%    | 7.6%     | 8.0%      | 100%   |
| Number of Households Served by Family Size this Fiscal Year ***          | 3923     | 2169     | 1716     | 1296     | 870      | 728       | 10702  |
| Percentages of Households Served by Household Size this Fiscal Year **** | 36.7%    | 20.3%    | 16.0%    | 12.1%    | 8.1%     | 6.8%      | 100%   |
| Percentage Change  | 5.8%     | -3.0%    | 2.1%     | -7.6%    | 6.8%     | -15.4%    |        |

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages

**Families are admitted to HACSB's MTW voucher program from a wait list which is sorted through a lottery system. The families served in FY 2017 reflect the families who were selected from the wait list and successfully located a unit to lease. The decrease in 6+ person families served in FY 2017 is believed to be related to difficulty locating larger units (3 or more bedrooms). HACSB will monitor the changes through FY 2018 and, if necessary, identify steps to maintain a comparable mix of family sizes served.**

\* "Non-MTW adjustments to the distribution of family sizes" are defined as factors that are outside the control of the PHA. Acceptable "non-MTW adjustments" include, but are not limited to, demographic changes in the community's population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

\*\* The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."

\*\*\* The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.

\*\*\*\* The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.



*Description of Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End*

| Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End |  |
|--|--|
| Housing Program  | Description of Leasing Issues and Solutions  |
| Public Housing   | No issues related to leasing at fiscal year end  |
| Authority Owned Portfolio  | No issues related to leasing at fiscal year end  |
| Housing Choice Voucher   | HACSB is currently experiencing leasing issues in HCV due to the HCV funding proration, ongoing federal budget cuts, coupled with increases in rental market costs and low vacancy rates throughout San Bernardino County. We continue to explore areas to reduce overall costs such as revise internal policies and operations, propose revisions to some MTW activities, continue to expand our partnership with local landlords, etc. |

*Number of Households Transitioned to Self-Sufficiency by Fiscal Year End*

HACSB has adopted the definitions of self-sufficiency listed below for the activities that have the statutory objective of self-sufficiency and/or for which we are required to report on Standard Metric SS #8 (Households Transitioned to Self-Sufficiency). While the definitions differ very slightly, the overarching definition for the families in these activities is a voluntary termination of housing assistance and other forms of government assistance due to an increase in income, education, savings, and/or employment to enable transition to market-rate housing or homeownership. The criteria generally used to identify these individuals is:

- Voluntary termination of housing assistance;
- Total household income of 80% of AMI or greater at time of termination;
- Total household income from other forms of government assistance (TANF, cash aid, etc.) of \$0 at time of termination.

In families transitioned to self-sufficiency through our activities. While some MTW activities contributed to the families’ transition away from housing assistance more than others, we believe that the combined results of all our MTW activities has led to the growing number of transitions. In FY 2017 HACSB continued to work with our community partners, including the San Bernardino County Transitional Assistance Department (TAD), and the County Workforce Development Department (WDD) to provide our families the tools, services, and support they need to begin their

transition to being able to afford market-rate housing. HACSB's Homeownership program staff also worked closely with our families to provide information and guidance about the Section 32 homeownership program.

| Number of Households Transitioned To Self-Sufficiency by Fiscal Year End  |                                     |   |
|---|-------------------------------------|---|
| Activity Name/#   | Number of Households Transitioned * | Agency Definition of Self Sufficiency   |
| Activity 4 - Biennial Recertifications                                    | 42                                  | Having a total gross household income at or above 80% of the Area Median Income for the family size (at the time of end of participation).  |
| Activity 10 - Minimum Rent  | 0                                   | Having a total gross household income at or above 80% of the Area Median Income for the family size (at the time of end of participation).  |
| Activity 15 - Pilot Work Requirement                                      | 0                                   | Voluntary termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership |
| Activity 19 - Local FSS Program   | 0                                   | Voluntary termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership |
| Activity 20 - Five Year Lease Assistance Program                          | 163                                 | Termination of housing assistance and other forms of government assistance (TANF, Calworks, cash aid, etc) due to an increase in income in attainment of and/or increased level in employment to transition to market-rate housing or homeownership in the 5 year program timeframe.  |
| Activity 22 - Streamlined Lease Assistance                                | 15                                  | Having a total gross household income at or above 80% of the Area Median Income for the family size (at time of end of participation).  |
| Activity 23 -No Child Left Unsheltered                                    | 0                                   | Having a total gross household income at or above 80% of the Area Median Income for the family size (at time of end of participation).  |
| Activity 24 - Transition for Over-Income families                         | 33                                  | Having a total gross household income at or above 80% of the Area Median Income for the family size (at time of end of participation).  |
| Households Duplicated Across Activities/Definitions                       | 40                                  |   |
| <b>ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY</b> | <b>213</b>                          |   |

\* The number provided here should match the outcome reported where metric SS #8 is used.

The Biennial Recertification Activity (No. 4) is not expected to directly result in any transitions to self-sufficiency. The goal of the activity is administrative efficiency, and HACSB feels it is unlikely that the activity will provide sufficient incentive or income retention to enable families to transition out of housing assistance. In FY 2017, 42 families with biennial recertifications transitioned to self-sufficiency. HACSB believes that these transitions are the result of the collective impact of our other activities.

As anticipated, Activity 10, HACSB's Local Minimum Rent activity, did not result in any transitions to self-sufficiency. Through this activity the minimum rent was raised from the current regulatory maximum of \$50 to \$125. HACSB believes that this change is not sufficient to provide incentive to achieve self-sufficiency.

HACSB'S Pilot Work Requirement, Activity 15, was implemented on January 1, 2013 for inbound portability participants, all work-able household members (non-elderly and non-disabled) of the incoming family must be employed at least 15 hours per week within San Bernardino County or within a reasonable driving distance thereof prior to the execution of the HAP contract and throughout their participation in our program. No households transitioned to self-sufficiency through this activity in FY 2016.

Our local FSS program, Activity 19, was implemented in July 2012. The program includes two groups of participants: a control group, which participates under the same rules as the traditional FSS program, and a local group, which participates under the rules of HACSB's local FSS program. The two groups allow HACSB to compare the results and identify advantages and disadvantages of each program type. This activity did not directly result in any transitions to self-sufficiency in.

Implemented on January 1, 2012, Activity 20, the Five Year Lease Assistance Program, included households as of September 30<sup>th</sup>. HACSB continues to work with Loma Linda University to assist in the longitudinal study that examines participating families and their success over time. In FY 2017, 163 households transitioned to self-sufficiency through this activity.

Activity 22 - The Streamlined Lease Assistance Program, was implemented on February 1, 2015. This activity simplifies the rent calculation and eliminates interim recertifications for changes in income, thereby allowing the family to budget for rent and keep the entire amount of any increases to household income between biennial recertifications. In FY 2017, 15 households transitioned to self-sufficiency from this activity.

No Child Left Unsheltered (Activity 23) has not resulted in any transitions to self-sufficiency. This activity targets chronically homeless families with school-age children, helping them to obtain stable housing and supportive services. HACSB's goal is that assisted families will achieve self-sufficiency with the assistance our KEYS non-profit, which provides coaching and case work for these families, and community partners providing resources and mental health services.

The Transition for Over-Income Families (Activity 24) was implemented on April 1, 2015. This activity requires Public Housing families to move, thus enabling HACSB to assist more families on the waitlist, and HCV families to move or remain with their current landlord with no housing assistance. Because households will be transitioned out of assistance when the household's income reaches or exceeds 80% of AMI, this activity requires families to budget their income appropriately in order to prepare for homeownership or renting at market rates. Thirty-three families were transitioned out of housing assistance in FY 2017 through this activity.

## C. MTW REPORT: WAIT LIST INFORMATION

### *Wait List Information at Fiscal Year End*

| Wait List Information at Fiscal Year End   |                   |                                   |  |   |
|--|-------------------|-----------------------------------|--|---|
| Housing Program(s) *   | Wait List Type ** | Number of Households on Wait List | Wait List Open, Partially Open or Closed *** | Was the Wait List Opened During the Fiscal Year |
| Federal MTW Public Housing Units   | Site-Based        | 8,543                             | Partially Open                               | Yes   |
| Federal MTW Housing Choice Voucher Program (Tenant Based)                            | Community-Wide    | 17,700                            | Closed                                       | No  |
| Federal MTW Housing Choice Voucher Program (Project-Based)                           | Site-Based        | 22,672                            | Partially Open                               | Yes   |
| Federal MTW Housing Choice Voucher Program Project-Based - No Child Left Unsheltered | Other             | -                                 | Continuously Open                            | Yes   |
| Federal MTW Housing Choice Voucher Program (RAD Project-Based)                       | Site-Based        | 11,262                            | Partially Open                               | Yes   |

More can be added if needed.

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

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

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

The Public Housing wait lists were partially open during FY 2017 as follows: 1) Barstow 3-, 4-, and 5-bedroom lists: open during full fiscal year; 2) Barstow Senior 1-bedroom list: open during full fiscal year; 3) Colton 5-bedroom open during full fiscal year; 4) Upland 2-, 3-, and 4-bedroom lists open 7/27/2017-9/30/2017.

The following Project-Based Voucher (PBV) wait lists were open during the full FY 2017: 1) Desert Village: 1-bedroom closed 1/31/2017 and 2-bedroom list open during full fiscal year; 2) Grandview Towers 1-bedroom closed 1/31/2017 and 2- bedroom list open during full fiscal year; 3) Redwood Terrace 1-bedroom closed 1/31/2017 and 2-bedroom list open during full fiscal year; 4) Vista Del Sol 1-bedroom closed 1/31/2017 and 2-bedroom list open during full fiscal year; 5) Yucaipa Crest 2-bedroom list; 6) Meadowbrook Towers 1-bedroom list closed 2/21/2017; 7) Valencia Grove 1-bedroom open from 1/26/2017-6/15/2017 and 4-bedroom list open during full fiscal year. 8) Horizons at Yucaipa 1-bedroom closed 1/31/2017 and 2-bedroom list open during full fiscal year; 9) Yucaipa Terrace 1-bedroom opened 6/22/2017-10/31/2017; 10) Robert O Townsend 1-bedroom opened 4/27/2017-10/31/2017; 11) Region 1 2-, and 3-bedroom open 1/26/2017-6/15/2017; 12) Region 2 2-bedroom closed 1/31/2017; 13) Region 4 2-, and 3-bedroom open during full fiscal year; 13) Region 5 2-bedroom closed 1/31/2017 and 3-bedroom open during full fiscal year.

The Housing Choice Voucher Rental Assistance Demonstration (RAD) wait lists were partially open during FY 2017 as follows: 1) Chino 5-bedroom list open during full fiscal year; 2) Maplewood Homes 4- and 5-bedroom lists: open during full FY; 3) Region 6 (formerly Waterman Gardens) 4-bedroom list closed 1/31/2017; 4) 5-bedroom list: open during full FY.

If Local, Non-Traditional Program, please describe:

N/A

If Other Wait List Type, please describe:

Project-Based No Child Left Unsheltered: centrally managed, site/region specific, by bedroom size

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

HACSB has not made any policy changes regarding the waitlist. The wait list for the RAD properties were created in FY 2016 as a result of the conversion of the majority of HACSB's Public Housing portfolio under the RAD program.



## Section III: Proposed MTW Activities

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All proposed activities that have been previously granted approval by HUD are reported in Section IV as 'Approved Activities.' No new activities are proposed at this time.

# Section IV: Approved MTW Activities

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This section provides HUD-required information detailing previously approved uses of MTW authority. The following pages include detailed information about ongoing MTW activities that were previously approved, with an update on any changes taking place in FY 2016. In accordance with the guidance provided in the revised Form HUD 50900, activities are organized in separate sections based on whether they are active, not yet implemented, on hold, or closed out.

## **A. Implemented Activities**

### **Activity 1: Single Fund Budget**

The flexibility granted under this activity is included in the statutory authorizations granted to MTW agencies. In accordance with HUD guidance, information related to this activity is included in Section V: Administrative.

## Activity 2: Strategic Investment Policies

This activity was approved in our FY 2009 Initial MTW Annual Plan and was implemented in November 2010.

### 1. Activity Description and Outcomes

HACSB has developed and adopted an investment policy for MTW funds that is consistent with California Government Code Section 5363 and/or HUD approved investment criteria to the extent such policies are in compliance with applicable OMB circulars and other federal laws. HACSB will invest only in securities authorized under state law that will allow the flexibility to invest productively, efficiently and securely. This activity enables the Housing Authority to achieve a portfolio that is safer, more liquid and contains a competitive yield. Under California investment policies, HACSB will be able to invest in stronger investment instruments with lower transaction costs, thus increasing overall investment returns.

Due to the implementation of the U.S. Department of Housing and Urban Development’s cash management provisions described in Notice PIH 2011-67, Restricted Net Position (RNP) balances have been transitioned to HUD-held program reserves in FY 2016. As a result, we have limited funds on-hand. Because HACSB does not hold sufficient reserves to invest, the expected amount leveraged after implementation of the activity is \$0. This outcome is reflected in Standard Metric CE #4.

| <i>Activity 2: Strategic Investment Policies<br/>CE #4: Increase in Resources Leveraged</i> |   |  |  |   |
|---|---|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
| Amount of funds leveraged in dollars (increase).  | Amount leveraged prior to implementation of the activity (in dollars). This number may be zero. | Expected amount leveraged after implementation of the activity (in dollars).       | Actual amount leveraged after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.   |
| Amount of funds leveraged in dollars.   | \$0.00 were leveraged prior to implementation of the activity.                                  | \$0.00 are expected to be leveraged as a result of new cash management procedures. | \$0.00 leveraged in FY 2017.   | Yes, the outcome meets the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard Metric CE #4 was added through our FY 2015 Annual MTW Report in accordance with HUD's comments on our FY 2015 Annual MTW Plan.

## **4. Changes to Data Collection Methodology**

None.

## Activity 4: Biennial Recertifications

This activity was initially approved through our FY 2009 MTW Annual Plan as a pilot program for elderly and disabled households with no other adult members and no earned income who are participating in the Public Housing and Housing Choice Voucher programs. A modification approved through our FY 2012 Annual MTW Plan expanded the activity to apply to all families in both programs.

### 1. Activity Description and Outcomes

Current regulation requires annual income recertifications for most participants of the Public Housing and Housing Choice Voucher programs. This activity allows HACSB to conduct recertifications biennially for all households in both the Public Housing and Housing Choice Voucher programs. The expanded initiative was implemented in 2012 with approximately half the households assigned to a biennial schedule in that year, and the remaining households transitioned to the biennial schedule in 2013. The first complete cycle of biennial recertifications was completed in 2014.

This activity has resulted in significant cost and staff time savings, with the benchmarks for this activity met in most years since implementation. HACSB's MTW activity 22: Streamlined Lease Assistance, was implemented in early 2015, and has resulted in some increases to these measurements in FY 2015, FY 2016, and FY 2017. The increases were primarily associated with staff time spent explaining the new activity to families and responding to questions from participants and landlords.

| <i>Activity 4: Biennial Recertifications</i><br><i>CE #1: Agency Cost Savings</i>           |   |  |   |  |
|---|---|--|---|--|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                                     |
| Total cost of task in dollars (decrease).   | Cost of task prior to implementation of the activity (in dollars).  | Expected cost of task after implementation of the activity (in dollars).   | Actual cost of task after implementation of the activity (in dollars).  | Whether the outcome meets or exceeds the benchmark.            |
| Total Cost of Annual Recertifications (Public Housing and Housing Choice Voucher Combined). | \$462,964 <sup>1</sup><br>\$445,954 staff cost + \$17,010 postage cost<br>Staff Cost Calculation:<br>13,320 hours X \$33.48 | \$231,482 per year<br>\$222,977 staff cost + \$8,505 postage cost<br>Staff Cost Calculation:<br>6,660 hours X \$33.48 per hour | \$481,311 in FY 2017<br>\$471,700 staff cost + \$9,611 postage cost<br>Staff Cost Calculation:<br>14,089 hours X \$33.48 per hour | No, the outcome does not meet the benchmark for this activity. |

<sup>1</sup> The baseline and benchmark values for this metric were revised in HACSB's FY 2017 Annual MTW Report using a comparison group of non-MTW recertifications to re-determine the time required to process annual recertifications.



| <b>Activity 4: Biennial Recertifications<br/>CE #2: Staff Time Savings</b> |   |  |   |   |
|--|---|--|---|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                 | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).                            | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours). | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).  | Whether the outcome meets or exceeds the benchmark.                       |
| Total staff hours to conduct recertifications.                             | 13,320 <sup>2</sup> total hours<br><br>Staff Time Calculation:<br>9,000 recertifications x<br>1.48 hours per<br>recertification | 6,660 total hours  | 14,089 total hours in FY 2017<br><br>Staff Time Calculation:<br>5,257 recertifications<br>performed in PH and HCV<br>programs X 2.68 hours per<br>recertification | No, the outcome does not meet the benchmark for this activity in FY 2017. |

The increases in agency cost and staff time associated with processing biennial recertifications are related to the implementation of HACSB’s MTW Activity 22: Streamlined Lease Assistance (SLA). This activity met its benchmark goals each year from the time it was implemented (FY 2010) until the implementation of SLA in FY 2015. HACSB’s time studies and internal analysis have shown that staff spends a significant amount of additional time answering customer’s questions about SLA during the recertification process. Additional staff time is also needed to ensure that SLA recertifications are accurately processed in HACSB’s tenant database software (Yardi). HACSB previously anticipated that the impact of these factors would diminish in subsequent years; to date, this has not occurred. As a result, HACSB will modify the benchmarks for Standard Metrics SS#1 and SS#2 for this activity based on the most current data available through its FY 2018 MTW report.

<sup>2</sup> The baseline and benchmark values for this metric were revised in HACSB’s FY 2017 Annual MTW Report using a comparison group of non-MTW recertifications to re-determine the time required to process annual recertifications.

| <b>Activity 4: Biennial Recertifications</b><br><b>CE #5: Increase in Tenant Rent Share</b> |   |   |  |   |
|---|---|---|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Rental revenue in dollars (increase).   | Rental revenue prior to implementation of the activity (in dollars).  | Expected rental revenue after implementation of the activity (in dollars).            | Actual rental revenue after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.                                     |
| Average tenant rent share in dollars.   | Average tenant rent share for biennial recertification households in FY 2011 prior to full implementation of the activity is \$281. | The average tenant rent share is not expected to change as a result of this activity. | The actual average tenant rent share in FY 2017 is \$340.                | The increase in tenant rent share is believed to be the result of other MTW activities. |

| <b>Activity 4: Biennial Recertifications</b><br><b>SS #1: Increase in Household Income</b> |  |  |  |   |
|--|--|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Average earned income of households affected by this policy in dollars (increase).         | Average earned income of households affected by this policy prior to implementation of the activity (in dollars).                | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Actual average earned income of households affected by this policy prior to implementation.    | Whether the outcome meets or exceeds the benchmark.   |
| Average earned income of households.   | Average earned income of biennial recertification households in FY 2011 prior to full implementation of the activity is \$4,734. | The expected average earned income of households is not expected to change as a result of this activity.                   | The actual average earned income of biennial recertification households in FY 2017 is \$7,088. | The increase in average earned income is believed to be the result of other MTW activities. |

**Activity 4: Biennial Recertifications**  
**SS #3: Increase in Positive Outcomes in Employment Status**

| Unit of Measurement  | Baseline  | Benchmark  | Outcome <sup>3</sup>   | Benchmark Achieved?                                 |
|--|---|--|--|---|
| Report the following information separately for each category:<br>(1) Employed Full-Time<br>(2) Employed Part-Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other<br><br><i>Note: Pre-implementation data for categories 1, 2, 3, 4, and 6 of this metric is unavailable. Baseline figures represent FY 2016 data<sup>4</sup>.</i> | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                 | Expected head(s) of households in <<category name>> after implementation of the activity (number).                     | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark. |
|  | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark. |

<sup>3</sup> Outcome data for 2017 for parts 1, 2, 3, 4, and 6 of this metric reflects 56% of all biennial reexamination families and 58% of work-able biennial reexamination families.

<sup>4</sup> Baseline data from 2016 reflects 10% of all biennial reexamination families and 13% of work-able biennial reexamination families.

**Activity 4: Biennial Recertifications - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                        |   |   |  |   |
|------------------------|---|---|--|---|
| (1) Employed Full-Time | Head(s) of households employed full-time in FY 2016 is 184 (19%).             | The number of heads of household employed full-time is not expected to change as a result of this activity <sup>5</sup> . | Heads of households employed full-time in FY 2017 is 1,122 (21%).                    | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|                        | Percentage of total workable households employed full-time in FY 2016 is 38%. | The percentage of workable heads of household employed full-time is not expected to change as a result of this activity.  | Percentage of total workable households employed full-time in FY 2017 is 40%.        | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
| (2) Employed Part-Time | Head(s) of households employed part-time in FY 2016 is 105 (11%).             | The number of heads of household employed part-time is not expected to change as a result of this activity.               | Heads of households employed part-time in FY 2017 is 564 (11%).                      | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|                        | Percentage of total workable households employed part-time in FY 2016 is 19%. | The percentage of workable heads of household employed part-time is not expected to change as a result of this activity.  | The percentage of workable heads of households employed part-time in FY 2017 is 17%. | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |

<sup>5</sup> The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect an increase in tenant rent share, household income, positive outcomes in employment status, households removed from TANF, or households transitioned to self-sufficiency as a direct result of this activity.

**Activity 4: Biennial Recertifications - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |  |  |   |   |
|--|--|--|---|---|
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program in FY 2016 is 46 (5%).              | The number of heads of household enrolled in an educational program is not expected to change as a result of this activity.              | Heads of households enrolled in an educational program in FY 2017 is 247 (5%).                      | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|  | Percentage of total workable households enrolled in an educational program in FY 2016 is 8%. | The percentage of workable heads of household enrolled in an educational program is not expected to change as a result of this activity. | The percentage of workable heads of households enrolled in an educational program in FY 2017 is 8%. | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in a job training program in FY 2016 is 9 (1%).               | The number of heads of household enrolled in a job-training program is not expected to change as a result of this activity.              | Heads of households enrolled in job training in FY 2017 is 58 (1%).                                 | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|  | Percentage of total workable households enrolled in a job training program in FY 2016 is 2%. | The percentage of workable heads of household enrolled in a job-training program is not expected to change as a result of this activity. | The percentage of workable heads of households enrolled in job training in FY 2017 is 2%.           | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |



**Activity 4: Biennial Recertifications - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |  |   |  |   |
|----------------|--|---|--|---|
| (5) Unemployed | Head(s) of households unemployed prior to implementation of the activity is 8,214.                   | The number of heads of household unemployed after implementation of the activity is not expected to change as a result of this activity.      | Heads of households unemployed in FY 2017 is 6,713 (69.4%).                                  | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|                | Percentage of total workable households unemployed prior to implementation of the activity is 56.2%. | The percentage of workable households unemployed after implementation of the activity is not expected to change as a result of this activity. | Percentage of total workable heads of households unemployed in FY 2017 is 47.1%.             | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
| 6) Other       | Head(s) of households engaged in other activities in FY 2016 is 27 (3%).                             | The number of heads of household engaged in other activities is not expected to change as a result of this activity.                          | Heads of households engaged in other activities in FY 2017 is 155 (3%).                      | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |
|                | Percentage of total workable households engaged in other activities in FY 2016 is 5%.                | The percentage of workable heads of household engaged in other activities is not expected to change as a result of this activity.             | The percentage of workable heads of households engaged in other activities in FY 2017 is 5%. | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |

**Activity 4: Biennial Recertifications**  
**SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)**

| <b>Unit of Measurement</b>                                 | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|---|--|---|---|
| Number of households receiving TANF assistance (decrease). | Households receiving TANF prior to implementation of the activity (number)  | Expected number of households receiving TANF after implementation of the activity (number).  | Actual households receiving TANF after implementation of the activity (number). | Whether the outcome meets or exceeds the benchmark.   |
| Number of households receiving TANF assistance.            | Number of households receiving TANF in FY 2011 prior to full implementation of the activity is 3,054 (29.8% of all MTW households). | The number of households receiving TANF after implementation of the activity is not expected to change as a result of this activity. | Actual households receiving TANF in FY 2017 is 2,204 (23.5%).                   | Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities. |

**Activity 4: Biennial Recertifications**  
**SS #8: Households Transitioned to Self-Sufficiency**

| Unit of Measurement  | Baseline   | Benchmark   | Outcome   | Benchmark Achieved?  |
|--|--|---|---|--|
| <p>Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p> | <p>Households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) prior to implementation of the activity (number). This number may be zero.</p>                         | <p>Expected households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) after implementation of the activity (number).</p> | <p>Actual households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) after implementation of the activity (number).</p> | <p>Whether the outcome meets or exceeds the benchmark.</p>   |
| <p>Number of households transitioned to self-sufficiency.</p> <p>For purposes of this activity, "self-sufficiency" is defined as having a total gross household income at or above 80% of the Area Median Income for the family size (at the time of end of participation).</p>                                  | <p>The number of households transitioned to self-sufficiency prior to implementation of the activity is 57.</p> <p>(FY 2015 data used to establish baseline as pre-implementation data is unavailable)</p> | <p>The number of households expected to be transitioned to self-sufficiency as a result of the activity is 0.</p>   | <p>The number of households transitioned to self-sufficiency in FY 2017 is 42.</p>  | <p>Yes, the outcome meets and exceeds the benchmark for this metric. The outcome is believed to be the result of other MTW activities.</p> |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard metrics CE #5, SS #1, SS #3, SS #4, and SS #8 were added in HACSB's 2015 Annual Plan per HUD's request. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect an increase in tenant rent share, household income, positive outcomes in employment status, households removed from TANF, or households transitioned to self-sufficiency as a direct result of this activity.

Pre-implementation baseline data for standard metric SS #8 is unavailable. In accordance with written instruction from HUD, data from FY 2015 was used to establish the baseline for this metric.

In FY 2017 adjustments were made to the baselines and benchmarks for Standard Metrics SS #1 and SS #2 to reflect more accurate values from which to measure the outcomes of this activity. The baseline values were adjusted using measurements of staff time and agency costs associated with processing annual recertifications for the families formerly served by the Upland Housing Authority, which was absorbed by HACSB through a HUD-approved voluntary transfer effective July 1, 2017.

## **4. Changes to Data Collection Methodology**

None.

## Activity 5: Local Verification Policies

This activity was approved in our FY 2009 MTW Annual Plan and was implemented on October 1, 2009.

### 1. Activity Description and Outcomes

Through this activity HACSB has implemented local verification policies for both the Public Housing and Housing Choice Voucher programs. The verification form used by HACSB was modified in FY 2011 to include Upfront Income Verification using HUD’s Enterprise Income Verification (EIV) as the highest standard of verification. The secondary standard is documents provided by the household which are observed to be satisfactory to verify income and source. If additional verification is required, a third-party written verification is requested. Third-party oral verification is permitted as the lowest ranking type of income verification.

This activity has simplified the process for our families and the housing staff, resulting in significant reductions to the staff time spent on verifications and agency costs. The benchmarks for this activity were partially met each year from 2010 to 2013, and have been fully met since FY 2014. As of FY 2017, the total time spent on verifications has decreased by 80% from the baseline year.

| <i>Activity 5: Local Verification Policies<br/>CE #1: Agency Cost Savings</i> |  |  |  |   |
|---|--|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total cost of task in dollars (decrease).                                     | Cost of task prior to implementation of the activity (in dollars).                 | Expected cost of task after implementation of the activity (in dollars).           | Actual cost of task after implementation of the activity (in dollars).                       | Whether the outcome meets or exceeds the benchmark.               |
| Total cost of income verification process                                     | \$242,867<br><br>Staff Cost Calculation: 6,947 hours X \$34.96 staff cost per hour | \$160,117<br><br>Staff Cost Calculation: 4,580 hours X \$34.96 staff cost per hour | \$49,014 in FY 2017<br><br>Staff Cost Calculation: 1,402 hours X \$34.96 staff cost per hour | Yes, the outcome meets and exceeds the benchmark for this metric. |



| <b>Activity 5: Local Verification Policies<br/>CE #2: Staff Time Savings</b> |   |   |  |   |
|--|---|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                   | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).  | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).                                  | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours). | Whether the outcome meets or exceeds the benchmark.               |
| Total hours to conduct verifications   | 6,947 total hours<br><br>1,133 hours to process verifications in Public Housing; 5,814 in HCV (0.7 in PH and 0.8 in HCV to conduct verifications) | 4,580 total hours<br><br>705 hours to process verifications in PH; 3,875 in HCV. The benchmarks will be the same for all forthcoming years. | 1,402 total hours in FY 2017   | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 5: Local Verification Policies<br/>CE #3: Decrease in Error Rate of Task Execution</b> |  |   |  |   |
|--|--|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Average error rate in completing a task as a percentage (decrease).                                | Average error rate of task prior to implementation of the activity (percentage).   | Expected average error rate of task after implementation of the activity (percentage).          | Actual average error rate of task after implementation of the activity (percentage). | Whether the outcome meets or exceeds the benchmark.               |
| Average error rate in completing verifications.  | Average error rate of verifications prior to implementation of the activity is 44%.<br><br>(FY 2011-2012 used to establish the baseline for this metric) | The average error rate of verifications is not expected to change as a result of this activity. | The actual average error rate of verifications in FY 2017 is 0%.                     | Yes, the outcome meets and exceeds the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard metric CE #3 was added in HACSB's 2015 Annual Plan per HUD's request. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that the metric CE #3 will reflect a decrease in the average error rate related to verifications as a direct result of this activity.

## **4. Changes to Data Collection Methodology**

None.

## Activity 6: Elimination of Assets

This activity was approved in our FY 2009 MTW Annual Plan and was implemented on October 1, 2009.

### 1. Activity Description and Outcomes

This activity allows HACSB to fully exclude assets from the calculation of annual income. Information related to assets is not collected and income from assets is not considered as part of the income/rent calculation formula. This activity is applicable to both the Public Housing and Housing Choice Voucher programs.

This activity has resulted in reduced staff time associated with collection and verification of assets. It also alleviates the reporting burdens on our families, most of whom have little or no assets.

The established benchmarks were met in FY 2010 and have continued to be met since that time. No staff time is spent calculating asset income in our Public Housing and Housing Choice Voucher Programs. This activity benefits our families, and no hardship requests have been received related to this activity.

| <b>Activity 6: Elimination of Assets</b><br><b>CE #1: Agency Cost Savings</b> |  |  |   |   |
|---|--|--|---|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                            |
| Total cost of task in dollars (decrease).                                     | Cost of task prior to implementation of the activity (in dollars).                               | Expected cost of task after implementation of the activity (in dollars). | Actual cost of task after implementation of the activity (in dollars).    | Whether the outcome meets or exceeds the benchmark.   |
| Total agency cost to collect and calculate asset income for both PH and HCV.  | \$51,671<br><br>Staff Cost Calculation:<br>1,478 hours X \$34.96<br>average staff cost per hour. | \$0 in FY 2014 and beyond  | \$0 spent in FY 2017 to collect and calculate asset income for PH and HCV | Yes, the outcome meets the benchmark for this metric. |

| <b>Activity 6: Elimination of Assets<br/>CE #2: Staff Time Savings</b>              |  |  |  |   |
|---|--|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                              |
| Total time to complete the task in staff hours (decrease).                          | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours). | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours). | Whether the outcome meets or exceeds the benchmark.     |
| Total hours of staff time to collect and calculate asset income for both PH and HCV | 1,478 hours  | Zero hours in FY 2010 and beyond   | Zero hours in FY 2017  | Yes, the outcome meets the benchmark for this activity. |

| <b>Activity 6: Elimination of Assets<br/>CE #3: Decrease in Error Rate of Task Execution</b> |  |  |  |   |
|--|--|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
| Average error rate in completing a task as a percentage (decrease).                          | Average error rate of task prior to implementation of the activity (percentage).   | Expected average error rate of task after implementation of the activity (percentage).               | Actual average error rate of task after implementation of the activity (percentage). | Whether the outcome meets or exceeds the benchmark.   |
| Average error rate in calculating assets.  | Average error rate in calculating assets prior to implementation of the activity is 0%.<br>(FY 2015 data used to establish baseline as data pre-implementation is unavailable) | The average error rate in calculating assets is not expected to change as a result of this activity. | The actual average error rate in calculating assets in FY 2017 is 0%.                | Yes, the outcome meets the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard metric CE #3 was added in HACSB's 2015 Annual Plan per HUD's request. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that the metric CE #3 will reflect a decrease in the average error rate related to calculation of assets as a direct result of this activity. Additionally, pre-implementation baseline data for standard metric CE #3 is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which this metric was reported (FY 2015) was used to establish the baseline.

## **4. Changes to Data Collection Methodology**

None.

## Activity 7: Controlled Program Moves

This activity was approved in our FY 2009 MTW Annual Plan and implemented on February 1, 2010.

### 1. Activity Description and Outcomes

This activity limits voluntary program moves for Housing Choice Voucher participants to no more than one time in two years, and only upon verification from the current landlord that the tenant is in good standing. Exceptions to this policy are made for moves related to self-sufficiency, reasonable accommodation, and domestic violence situations.

Although the benchmarks for this activity were not met in FY 2017, the activity has resulted in a significant decrease in agency costs and staff time spent related to processing moves. In FY 2017, both costs and time spent were approximately 64% lower than in the baseline year. In FY 2015, 2016, and 2017, the staff time spent per move decreased below the baseline value. However, the benchmark for reduction in the number of moves has not been reached, resulting in the overall benchmark being unmet.

| <b>Activity 7: Controlled Program Moves<br/>CE #1: Agency Cost Savings</b> |  |   |  |   |
|--|--|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total cost of task in dollars (decrease).                                  | Cost of task prior to implementation of the activity (in dollars).   | Expected cost of task after implementation of the activity (in dollars).  | Actual cost of task after implementation of the activity (in dollars).   | Whether the outcome meets or exceeds the benchmark.   |
| Total Cost of Moves Annually (including out-bound portability)             | \$171,933 Annually<br><br>Staff Cost Calculation:<br>\$160,781 for moves(4599 hours * \$34.96 average staff cost per hour or 958 moves per year)<br>\$11,152 for out-bound portability (319 hours * \$34.96 average staff cost per hour) | \$56,217 Annually<br><br>Staff Cost Calculation:<br>\$50,622 for moves (1,448 hours *\$34.96 average staff cost per hour or 302 moves per year)<br>\$5,595 for out-bound portability (160 hours *\$34.96 average staff cost per hour) | \$62,281 in FY 2017<br><br>Staff Cost Calculation:<br>\$57,369 for moves (1,641 hours X \$34.96 average staff cost per hour).<br>\$4,921 for port-outs (140.76 hours X \$34.96 average staff cost per hour). | No, the outcome does not meet the benchmark for this activity.<br><br>However, a significant decrease was realized (64%). |



| <b>Activity 7: Controlled Program Moves<br/>CE #2: Staff Time Savings</b>       |   |  |  |   |
|---|---|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                      | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).  | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).   | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).   | Whether the outcome meets or exceeds the benchmark.   |
| Total hours annually to process program moves (including out-bound portability) | 4,918 hours annually<br><br>Staff Time Calculation:<br>4,599 hours to process program moves annually (4.8 hours per move X 958 moves).<br><br>319 hours to process outbound portability in 2009 | 1,608 hours annually<br><br>Staff Time Calculation:<br>1,448 hours spent to process moves annually. 160 hours to process outbound ports. The benchmark will be the same for all forthcoming years. | 1,781 hours in FY 2017<br><br>Staff Time Calculation:<br>1,641 hours spent to process moves for FY 2017 (2.79 hours per move X 588 moves)<br><br>140.76 hours to process outbound portability for FY 2017 (92 port outs X 1.53 hours per port out) | No, the outcome does not meet the benchmark for this metric.<br><br>However, a significant decrease was realized (64%). |

The benchmarks for Standard Metrics SS #1 and SS #2 were set at an ambitious 67% reduction in agency costs and staff time spent processing moves. This activity has not achieved the benchmarks since implementation. After further analysis, we have determined that a more realistic benchmark would have been based on a 30-40% reduction in moves.

This activity resulted in a significant decrease in agency costs and staff time spent related to processing voluntary moves. In FY 2017, both costs and time spent reflected approximately a 64% decrease over the baselines. The staff time spent per move was 42% lower in FY 2017 than the baseline value. However, because the total number of moves did not decrease as much as was anticipated, the benchmarks for staff time and cost savings were not reached.

As with all of our MTW activities, HACSB has performed internal monitoring of aspects of the Controlled Program Moves activity beyond what is reported through our annual MTW reports. We found that, while this activity has resulted in cost and time savings related directly to a reduction in the number of moves processed annually, it has also resulted in additional administrative burden in other areas. For example, we identified an increase in the number of moves requested as a reasonable accommodation and/or under the provisions of the Violence Against Women Act (VAWA) after implementation of this activity. Additionally, the two-year lease requirement has caused other challenges, especially for families

nearing the end of their participation in the Term-Limited Lease Assistance Program. As a result, we plan to eliminate the two-year lease requirement and close out this activity through our FY 2019 Annual MTW Plan.

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

None.

**4. Changes to Data Collection Methodology**

None.

## Activity 8: Local Policies for Portability

This activity was initially approved in our FY 2009 MTW Annual Plan and was modified through our FY 2010 Plan. The initial implementation of this activity began on October 1, 2009 and the work requirement for portability was implemented on August 1, 2010.

### 1. Activity Description and Outcomes

Through this activity, HACSB applies the requirements of its ongoing MTW activities to inbound portability participants.

This activity has resulted in significant staff time savings. In FY2017, staff hours spent on inbound portability participants were reduced by 88% over the baseline year. All benchmarks for this activity have been fully or partially met since FY 2010.

| <i>Activity 8: Local Policies for Portability<br/>CE #1: Agency Cost Savings</i> |  |  |   |   |
|--|--|--|---|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Total cost of task in dollars (decrease).  | Cost of task prior to implementation of the activity (in dollars).   | Expected cost of task after implementation of the activity (in dollars). | Actual cost of task after implementation of the activity (in dollars).                                      | Whether the outcome meets or exceeds the benchmark.               |
| Total cost of portability in dollars.  | \$70,060 in FY 2009<br><br>Staff cost calculation:<br>2,004 hours X \$34.96<br>average staff cost per hour | \$35,029 in FY 2015 and beyond.  | \$15,503 in FY 2017<br><br>Staff Cost Calculation:<br>443.45 hours X \$34.96<br>average staff cost per hour | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 8: Local Policies for Portability<br/>CE #2: Staff Time Savings</b> |  |  |  |   |
|---|--|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                      | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours). | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).   | Whether the outcome meets or exceeds the benchmark.               |
| Total hours of staff time spent annually to process in-bound portability        | 2,004 hours in FY 2009   | 1,002 hours in FY 2010 and beyond.   | 443.45 hours in FY 2017<br><br>Staff Time Calculation:<br>2.45 hours per port-in, 181 port-ins in FY 2017. | Yes, the outcome meets and exceeds the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

In accordance with HUD’s comments on HACSB’s 2015 Annual MTW Plan, the previously reported standard metric SS #1: Increase in Household Income, was removed, and standard metric CE #1: Agency Cost Savings, was added through our FY 2015 Annual MTW Report.

**4. Changes to Data Collection Methodology**

None.

## Activity 9: Elimination of Earned Income Disallowance

This activity was approved through HACSB’s FY 2009 Initial MTW Annual Plan and became effective on October 1, 2009, for participants in the Housing Choice Voucher and Public Housing programs.

### 1. Activity Description and Outcomes

Through this activity HACSB has eliminated the HUD-mandated Earned Income Disallowance (EID) from the calculation of total tenant payment in the Housing Choice Voucher and Public Housing Programs.

During FY 2017, no families received the EID, and zero staff hours were spent in managing EID. The benchmarks for this activity have been fully met since 2009. No hardship requests were received related to this activity in FY 2017.

| <i>Activity 9: Elimination of Earned Income Disallowance<br/>CE #1: Agency Cost Savings</i> |  |  |  |   |
|---|--|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
| Total cost of task in dollars (decrease).   | Cost of task prior to implementation of the activity (in dollars).   | Expected cost of task after implementation of the activity (in dollars). | Actual cost of task after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.   |
| Total annual cost of staff time spent to process EID  | \$1,974 total<br><br>Total annual cost to process EID in FY 2009 for HCV program was \$193.<br>Total annual cost to process EID in FY 2009 for PH program was \$1,764. | \$0 to process EID in FY 2010 and beyond.                                | \$0 in FY 2017.  | Yes, the outcome meets the benchmark for this metric. |

**Activity 9: Elimination of Earned Income Disallowance  
CE #2: Staff Time Savings**

| <b>Unit of Measurement</b>                                 | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|--|--|--|--|---|
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).   | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours). | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours). | Whether the outcome meets or exceeds the benchmark.   |
| Total hours of staff time spent to process EID             | 58.4 total hours of staff time in FY 2009.<br><br>Staff Time Calculation:<br>5.7 hours to manage EID in HCV in FY 2009.<br>52.7 hours to manage EID for PH in FY 2009. | Zero hours of staff time in FY 2010 and beyond.  | Zero hours in FY 2017.   | Yes, the outcome meets the benchmark for this metric. |

**Activity 9: Elimination of Earned Income Disallowance  
CE #3: Decrease in Error Rate of Task Execution**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|---|---|--|--|---|
| Average error rate in completing a task as a percentage (decrease). | Average error rate of task prior to implementation of the activity (percentage).  | Expected average error rate of task after implementation of the activity (percentage).                                   | Actual average error rate of task after implementation of the activity (percentage). | Whether the outcome meets or exceeds the benchmark.   |
| Average error rate in processing the earned income disallowance.    | Average error rate in processing the earned income disallowance prior to implementation of the activity is 0%.<br>(FY 2015 data used to establish baseline as data pre-implementation is unavailable) | The expected average error rate of processing the earned income disallowance after implementation of the activity is 0%. | Zero errors in FY 2017.  | Yes, the outcome meets the benchmark for this metric. |



**Activity 9: Elimination of Earned Income Disallowance  
CE #5: Increase in Tenant Rent Share**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|--|---|---|--|---|
| Rental revenue in dollars (increase).  | Rental revenue prior to implementation of the activity (in dollars).  | Expected rental revenue after implementation of the activity (in dollars).                        | Actual rental revenue after implementation of the activity (in dollars).   | Whether the outcome meets or exceeds the benchmark.   |
| Average tenant rent share in dollars for households with the earned income disallowance. | Average tenant rent share in dollars for households with the earned income disallowance prior to implementation of the activity is \$0. (FY 2015 data used to establish baseline as data pre-implementation is unavailable) | The average tenant rent share for households with the earned income disallowance will not change. | The actual average tenant rent share for households with the earned income disallowance in FY 2017 is \$0. (No households received the EID in FY 2017) | Yes, the outcome meets the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

The previously reported standard metrics (SS #1: Increase in Household Income and SS #6: Reducing Per Unit Subsidy Costs for Participating Households) have been removed per HUD’s request during the approval process for HACSB’s 2015 Annual MTW Plan.

Standard Metrics CE #3 and CE #5 were added in HACSB’s 2015 Annual Plan per HUD’s request. Pre-implementation baseline data for these metrics is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which these metrics were reported (FY 2015) was used to establish the baseline. Additionally, the objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB has established the benchmarks for Standard Metrics CE #3 and CE #5 to reflect that no change is anticipated.

**4. Changes to Data Collection Methodology**

None.

## Activity 10: Minimum Rent

This activity was approved in our FY 2009 MTW Annual Plan and implemented on October 1, 2009, for recertifications and on January 1, 2010, for all new families.

### 1. Activity Description and Outcomes

This activity allows HACSB to increase the minimum rent to \$125 from the current regulatory maximum of \$50 per month for all households in both the Public Housing and Housing Choice Voucher Programs. There were no requests for hardship exemption from the minimum rent in FY 2017.

| <i>Activity 10: Minimum Rent<br/>CE #5: Increase in Tenant Rent Share</i> |  |  |   |   |
|---|--|--|---|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Rental revenue in dollars (increase).                                     | Rental revenue prior to implementation of the activity (in dollars).                                   | Expected rental revenue after implementation of the activity (in dollars).               | Actual rental revenue after implementation of the activity (in dollars).              | Whether the outcome meets or exceeds the benchmark.               |
| Average tenant rent share in dollars for minimum rent households          | Average tenant rent share for minimum rent households prior to implementation of the activity is \$33. | The average tenant rent share for minimum rent households will increase by \$40 to \$73. | The actual average tenant rent share for minimum rent households in FY 2017 is \$140. | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 10: Minimum Rent<br/>SS #1: Increase in Household Income</b>           |   |  |  |   |
|--|---|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                                |
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households affected by this policy prior to implementation of the activity (in dollars).                     | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Actual average earned income of households affected by this policy prior to implementation.        | Whether the outcome meets or exceeds the benchmark.       |
| Average earned income of households with TTP at or less than \$125 in dollars.     | The average earned income for PH and HCV households with TTP at or less than \$125 prior to implementation of this activity is \$718. | The average earned income for households with TTP at or less than \$125 will increase to \$5,000.                          | The average earned income for households with TTP less than or equal to \$125 in FY 2017 is \$775. | No, the benchmark for this activity has not yet been met. |

The benchmark for Standard Metric SS #1 has not been met since the implementation of this activity. HACSB believes that this is because the metric is not an appropriate measure of the success of this activity. This metric looks specifically at the families paying the minimum rent of \$125, whose income (earned and unearned) must not exceed \$5,000 per year. As families increase their earnings, it is very likely that they will no longer be subject to the minimum rent, and therefore their earned income increase will not be reflected in the measurement collected through this metric. In order to capture the true impact of this activity HACSB has previously included supplemental information about those families who were previously subject to the minimum rent and have increased their income sufficiently to pay an income-based rent.

The benchmark for Standard Metric SS #1 has been adjusted to reflect a more reasonable anticipated earned income of \$750, or 15% of the minimum rent family's maximum \$5,000 income.

| <b>Activity 10: Minimum Rent</b><br><b>SS #3: Increase in Positive Outcomes in Employment Status</b>   |   |  |  |   |
|--|---|--|--|---|
| Unit of Measurement  | Baseline  | Benchmark  | Outcome <sup>6</sup>   | Benchmark Achieved?                                 |
| Report the following information separately for each category:<br>(1) Employed Full-Time<br>(2) Employed Part-Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other<br><br><i>Note: Pre-implementation data for categories 1, 2, 3, 4, and 6 of this metric is unavailable. Baseline figures represent FY 2016 data<sup>7</sup>.</i> | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                 | Expected head(s) of households in <<category name>> after implementation of the activity (number).                     | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark. |
|  | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark. |

<sup>6</sup> Outcome data for 2017 for parts 1, 2, 3, 4, and 6 of this metric reflects 43% of all minimum rent families and 42% of work-able minimum rent families.

<sup>7</sup> Baseline data from 2016 reflects 7% of all minimum rent families and 7% of work-able minimum rent families.

**Activity 10: Minimum Rent - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                        |  |   |  |   |
|------------------------|--|---|--|---|
| (1) Employed Full-Time | Head(s) of households employed full-time in FY 2016 is 6 (8%).                 | The number of heads of household employed full-time is not expected to change as a result of this activity.               | Heads of households employed full-time in FY 2017 is 28 (8%).                  | Yes, the outcome meets the benchmark for this metric.   |
|                        | Percentage of total work-able households employed full-time in FY 2016 is 9%.  | The percentage of work-able heads of household employed full-time is not expected to change as a result of this activity. | Percentage of total work-able households employed full-time in FY 2017 is 9%.  | Yes, the outcome meets the benchmark for this metric.   |
| (2) Employed Part-Time | Head(s) of households employed part-time in FY 2016 is 16 (22%).               | The number of heads of household employed part-time is not expected to change as a result of this activity.               | Heads of households employed part-time in FY 2017 is 47 (13%).                 | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |
|                        | Percentage of total work-able households employed part-time in FY 2016 is 22%. | The percentage of work-able heads of household employed part-time is not expected to change as a result of this activity. | Percentage of total work-able households employed full-time in FY 2017 is 13%. | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |

**Activity 10: Minimum Rent - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |  |   |   |   |
|--|--|---|---|---|
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program in FY 2016 is 8 (11%).                | The number of heads of household enrolled in an educational program is not expected to change as a result of this activity.               | Heads of households enrolled in an educational program in FY 2017 is 17 (5%).                 | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |
|  | Percentage of total work-able households enrolled in an educational program in FY 2016 is 12%. | The percentage of work-able heads of household enrolled in an educational program is not expected to change as a result of this activity. | Percentage of total work-able households enrolled in an educational program in FY 2017 is 6%. | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in a job training program in FY 2016 is 2 (3%).                 | The number of heads of household enrolled in a job-training program is not expected to change as a result of this activity.               | Heads of households enrolled in a job training program in FY 2017 is 6 (2%).                  | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |
|  | Percentage of total work-able households enrolled in a job training program in FY 2016 is 3%.  | The percentage of work-able heads of household enrolled in a job-training program is not expected to change as a result of this activity. | Percentage of total work-able households enrolled in a job training program in FY 2017 is 1%. | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |

**Activity 10: Minimum Rent - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |  |   |  |   |
|----------------|--|---|--|---|
| (5) Unemployed | Head(s) of households unemployed prior to implementation of the activity is 270 (94.4%)              | The number of unemployed minimum rent heads of household is expected to be no more than 90% of all minimum rent heads of household.                         | Minimum rent heads of households unemployed in FY 2017 is 703 (83.5%).                       | Yes, the outcome meets and exceeds the benchmark for this portion of this metric.   |
|                | Percentage of total work-able households unemployed prior to implementation of the activity is 61.7% | The percentage of work-able unemployed minimum rent heads of household is expected to be no more than 90% of all work-able minimum rent heads of household. | Percentage of total work-able minimum rent heads of household unemployed in FY 2017 is 85.2% | Yes, the outcome meets and exceeds the benchmark for this portion of this metric.   |
| (6) Other      | Head(s) of households engaged in other activities in FY 2016 is 9 (12%).                             | The number of heads of household engaged in other activities is not expected to change as a result of this activity.  | Heads of households engaged in other activities in FY 2017 is 26 (7%).                       | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |
|                | Percentage of total work-able households engaged in other activities in FY 2016 is 12%.              | The percentage of work-able heads of household engaged in other activities is not expected to change as a result of this activity.                          | Percentage of total work-able households engaged in other activities in FY 2017 is 7%.       | The change may reflect more accurate reporting available through the larger sample size available in FY 2017 than was available for the FY 2016 baseline. |

Data from FY 2016 was used to establish the baseline values for Standard Metric SS #3. At that time, incomplete data was available and resulted in a baseline universe that was smaller than that used to report outcomes for FY 2017. Therefore, the number of households reported in the employment categories in FY 2017 is larger than those reported for the baseline values. HACSB will continue to monitor the outcomes of this activity and revisit the baseline and benchmark values if needed.



| <b>Activity 10: Minimum Rent</b>   |  |  |   |  |
|--|--|--|---|--|
| <b>SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)</b> |  |  |   |  |
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>   |
| Number of households receiving TANF assistance (decrease).                           | Households receiving TANF prior to implementation of the activity (number).  | Expected number of households receiving TANF after implementation of the activity (number).  | Actual households receiving TANF after implementation of the activity (number). | Whether the outcome meets or exceeds the benchmark.  |
| Number of minimum rent households receiving TANF assistance.                         | Number of minimum rent households receiving TANF assistance prior to implementation of the activity is 30 of 286 (10.5% of all minimum rent households). | The number of minimum rent households receiving TANF after implementation of the activity is expected to be no more than 488 (50% of all anticipated minimum rent households) <sup>8</sup> . | Number of minimum rent households receiving TANF in FY 2017 is 440 (52.3%).     | No, the outcome does not meet the benchmark for this metric. The outcome is believed to be related to HACSB's partnership with our local welfare department and our efforts to ensure that families are utilizing all resources available to them, including TANF. |

<sup>8</sup> The expected number of minimum rent households receiving TANF was added to the benchmark and outcome for this metric in the FY 2016 Annual MTW Report. The number is not an accurate representation of the outcomes related to the activity due to annual fluctuations in the number of households subject to the HACSB minimum rent. Therefore, the percentage of minimum rent households receiving TANF is also provided in order to present a more accurate representation of the benchmark and outcomes of the activity.

**Activity 10: Minimum Rent  
SS #8: Households Transitioned to Self-Sufficiency**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|---|---|--|--|---|
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided. | Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero. | Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number). | Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number). | Whether the outcome meets or exceeds the benchmark.   |
| Number of minimum rent households transitioned to self-sufficiency. For purposes of this activity, "self-sufficiency" is defined as having a total gross household income at or above 80% of the Area Median Income for the family size (at the time of end of participation).                            | The number of minimum rent households transitioned to self-sufficiency prior to implementation of the activity is 0.  | The number of minimum rent households expected to transition to self-sufficiency after implementation of the activity is 0.                  | The number of minimum rent households transitioned to self-sufficiency in FY 2017 is 0.  | Yes, the outcome meets the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

The previously reported standard metric (SS #6: Reducing per Unit Subsidy Costs for Participating Households) was removed per HUD's request during the approval process for HACSB's 2015 Annual MTW Plan.

Standard metrics SS #3, SS #4, and SS #8 were added in HACSB's 2015 Annual Plan per HUD's comments. The primary objective of the activity is to achieve agency cost and staff time savings, and HACSB does not anticipate that these metrics will reflect a significant increase in positive outcomes in employment status, households removed from TANF, or households transitioned to self-sufficiency as a direct result of this activity.

Pre-implementation baseline data for standard metric SS #8 is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which this metric was reported (FY 2015) was used to establish the baseline.

## **4. Changes to Data Collection Methodology**

None.

## Activity 11: Local Project-Based Voucher Program

This activity was approved in our FY 2009 Initial MTW Annual Plan. Our third amendment to the FY 2010 MTW Annual Plan helped clarify the components of our local program and this activity was implemented in September 2010. A modification to this activity was proposed through our FY 2015 Annual MTW Plan, and per HUD's request was added to our FY 2017 Annual MTW Plan

### 1. Activity Description and Outcomes

HACSB's Local Project-Based Voucher (PBV) program is intended to increase the availability of quality housing units. The expansion of our housing authority and/or our affiliate nonprofit owned housing stock will allow us to continue to reinvest net income into the acquisition of additional affordable housing units. The flexibilities included under this activity are:

- Up to 100% percent of units in any development may be project-based;
- Up to 25% of the funding committed to vouchers may be allocated for PBV;
- PBV will be allocated to all of the public housing units approved for disposition other than 27 units to be rehabilitated in conjunction with the County Department of Behavioral Health (308 PBV units);
- Households residing in PBV units will not have automatic priority to receive tenant-based vouchers after one year, but instead will have such a priority after two years;
- A local PBV HAP contract which modifies the terms and conditions of the HAP contract, including the ability to execute PBV HAP contracts for groupings of non-contiguous scattered-site properties and to contract for a total number of units by bedroom size within a development rather than for specific units;
- An over-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher may remain in its unit and HACSB will subsidize the household based on the size of the unit, not the qualifying voucher size;
- HACSB may require an under-housed household residing in a Public Housing unit that is disposed of and converted to a Project-Based Voucher to move with a voucher for the number of bedrooms for which the household qualifies;
- For a unit other than former Public Housing units, HACSB may designate the unit as a PBV unit and allow an in-place household for which the unit is a wrong-sized unit to remain in occupancy for up to one year, if the owner agrees to accept a PBV contract rent that does not exceed the HACSB subsidy standard for the household for the initial term of the lease.
- Initial contract rent for units owned by HACSB as defined in the PBV regulations may be determined using an HACSB market study that will consider local rental submarkets, in lieu of the requirement to use an independent entity with rents based on an appraisal by a state-certified appraiser.

At the commencement of this activity in FY2009, HACSB had 349 PBV units. To date, HACSB has increased its PBV units to 1,458 available units (excluding RAD-PBV units).

**Activity 11: Local Project-Based Voucher Program  
CE #1: Agency Cost Savings**

| <b>Unit of Measurement</b>                | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|---|--|--|--|---|
| Total cost of task in dollars (decrease). | Cost of task prior to implementation of the activity (in dollars).   | Expected cost of task after implementation of the activity (in dollars).   | Actual cost of task after implementation of the activity (in dollars).   | Whether the outcome meets or exceeds the benchmark.                 |
| Total cost of awarding PBV contracts.     | Total average cost of awarding PBV contracts prior to implementation of the activity is \$3,438.60.<br><br>Cost calculation:<br>60 hours X \$57.31 hour (2015 loaded labor rate) | The expected average cost of awarding PBV contracts after implementation of this activity is \$1,719.30 (50% of baseline). | Actual average cost of awarding PBV contracts in FY 2017 is \$687.72<br><br>There were no PBV Requests for Proposal in FY 2017.<br><br>Cost calculation:<br>12 hours per contract X \$57.31/hour | Yes, the outcome meets and exceeds the benchmark for this activity. |

**Activity 11: Local Project-Based Voucher Program  
CE #2: Staff Time Savings**

| <b>Unit of Measurement</b>                                 | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                              |
|--|--|--|---|---|
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).                                     | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours). | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).  | Whether the outcome meets or exceeds the benchmark.     |
| Total average staff time to award PBV contracts.           | Total average amount of staff time dedicated to awarding PBV contracts prior to implementation of the activity is 60 hours per contract. | The expected average amount of staff time to award PBV contracts under this activity will decrease by 50%. | The actual average amount of staff time to award PBV contracts under this activity in FY 2017 is 12 hours per contract. There were no PBV Requests for Proposal in FY 2017. | Yes, the outcome meets the benchmark for this activity. |

| <b>Activity 11: Local Project-Based Voucher Program<br/>HC #4: Displacement Prevention</b>   |  |   |  |   |
|--|--|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
| Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. | Households losing assistance/moving prior to implementation of the activity (number).  | Expected households losing assistance/moving after implementation of the activity (number). | Actual households losing assistance/moving after implementation of the activity (number).  | Whether the outcome meets or exceeds the benchmark.   |
| Number of households at or below 80% AMI that would lose assistance or need to move.   | Households losing assistance/moving prior to implementation of the activity is 0.<br>(FY 2015 data used to establish baseline as pre-implementation data is unavailable) | Expected households losing assistance/moving after implementation of the activity is 0.     | Displacement was prevented for 1,059 households with income at or below 80% of AMI were residing in HACSB PBV units at the end of FY 2017. | Yes, the outcome meets the benchmark for this metric. |

| <b>Activity 11: Local Project-Based Voucher Program<br/>Local Metric: Units of Project-Based Voucher Assistance Added to the HACSB Portfolio</b> |  |   |   |   |
|--|--|---|---|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Number of units added to the HACSB portfolio as a result of this activity.   | 349 units.<br><br>At the time of implementation 3.76% of the HACSB portfolio consisted of PBV units. | 1,856 units.<br><br>Total PBV units, including units owned by HACSB or its affiliates, will increase to 20% of the HACSB portfolio by 2018. | 1,458 units in FY 2017.<br><br>In total, HACSB has increased its PBV units to - 17.5% of its portfolio. | No, the benchmark has not yet been achieved. The timeframe to achieve the benchmark has not yet been reached. |



## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

The previously reported standard metric (HC #1: Additional Units of Housing Made Available) was removed per HUD's request during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #1 will now be reported using the local metric listed above.

Pre-implementation baseline data for standard metric HC #4 is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which this metric was reported (FY 2015) was used to establish the baseline.

## **4. Changes to Data Collection Methodology**

None.

## Activity 12: Local Payment Standards

This activity was approved in our FY 2009 MTW Annual Plan and was modified in our FY 2012 MTW Annual Plan. The activity was implemented on July 1, 2011, for all new admissions and recertifications in the Housing Choice Voucher program.

### 1. Activity Description and Outcomes

San Bernardino County is the largest county in the contiguous United States by area, and is larger than any of the nine smallest states combined. This activity allows HACSB to establish a local payment standard schedule that accurately reflects the various rental submarkets that exist within the county. HACSB does not use the HUD-published Fair Market Rents to establish payment standards for its jurisdiction. Instead, HACSB conducts a study of local market rents and establishes local payment standards for each of the nine submarkets that it has designated within its jurisdiction based upon the results of the market study. This activity has increased housing choice for the families we serve as they are now able to move to lower poverty regions with better job prospects, transportation, and schools.

Since implementation, this activity has shown a significant improvement in the number of families able to move to areas of opportunity. We have nearly met the benchmarks for our local metric which measures the number of households residing in the two submarkets with the highest poverty and minority concentration. Overall, the number of households residing in these two submarkets has decreased by 8% since implementation. This change reflects an increase in the number of families that have chosen to lease in other areas of San Bernardino County. HACSB anticipates that this trend will continue, and that the number of families relocating out of these submarkets will hold steady or increase slightly.

**Activity 12: Local Payment Standards  
CE #1: Agency Cost Savings**

| <b>Unit of Measurement</b>                           | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|--|---|--|--|---|
| Total cost of task in dollars (decrease).            | Cost of task prior to implementation of the activity (in dollars).  | Expected cost of task after implementation of the activity (in dollars).   | Actual cost of task after implementation of the activity (in dollars).         | Whether the outcome meets or exceeds the benchmark.                 |
| Total cost to calculate and apply payment standards. | Total cost to calculate and apply payment standards prior to implementation of the local payment standards activity is \$15,754.70.<br>Cost calculation:<br>470.43 hours X \$33.49 (2015 loaded labor rate) (FY 2015 data used to establish baseline) | The cost to calculate and apply payment standards in future years is not expected to change. (The baseline value is based on FY 2015, and the activity is fully implemented) | \$8,105 in FY 2017.<br><br>Cost calculation:<br>242 hours X \$33.49 = \$8,105. | Yes, the outcome meets and exceeds the benchmark for this activity. |

**Activity 12: Local Payment Standards  
CE #2: Staff Time Savings**

| <b>Unit of Measurement</b>                                 | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|--|--|---|---|
| Total time to complete the task in staff hours (decrease). | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).   | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).                   | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).  | Whether the outcome meets or exceeds the benchmark.                 |
| Total staff time to calculate and apply payment standards. | 470.43 hours spent in FY 2015.<br>(FY 2015 data used to establish baseline as pre-implementation data is unavailable)<br><br>Staff Time Calculation:<br>2.7 minutes per file to identify/apply payment standard X 10,454 total actions (recertifications, moves, interims, and port-ins) | No change is anticipated in future years.<br>(The baseline value is based on FY 2015, and the activity is fully implemented) | 242 Hours spent in FY 2017.<br><br>Staff Time Calculation:<br>1.5 minutes per file to identify/apply payment standard X 9,692 total actions (recertifications, moves, interims, and port-ins) | Yes, the outcome meets and exceeds the benchmark for this activity. |

**Activity 12: Local Payment Standards  
HC #5: Increase in Resident Mobility**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                              |
|--|---|--|---|---|
| Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. | Households losing assistance/moving prior to implementation of the activity (number).   | Expected households losing assistance/moving after implementation of the activity (number).                                | Actual households losing assistance/moving after implementation of the activity (number).   | Whether the outcome meets or exceeds the benchmark.     |
| Number of households at or below 80% AMI that would lose assistance or need to move.   | Households losing assistance/moving prior to implementation of the activity is 636. (FY 2015 data used to establish baseline) | The expected number of households losing assistance/moving after implementation of the activity is not expected to change. | In FY 2017, the number of households that would have lost assistance or had to move without this activity is 718. (The number of households with income at or below 80% of AMI residing in HACSB PBV units) | Yes, the outcome meets the benchmark for this activity. |

| <b>Activity 12: Local Payment Standards</b><br><b>Local Metric: Average HAP Cost</b> |   |  |  |   |
|--|---|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>                                       | <b>Benchmark Achieved?</b>  |
| Average HAP cost for MTW units.  | The average HAP cost of MTW units prior to implementation of this activity is \$535.87. (FY 2015 data used to establish baseline as data pre-implementation is unavailable) | The average HAP cost for MTW units is not anticipated to change in future years as a direct result of this activity. The baseline value is based on FY 2015, and the activity is fully implemented at this time. | The average HAP of MTW units in FY 2017 is \$600.63. | No, the outcome does not meet the benchmark for this activity. However, the increase in average HAP is believed to be unrelated to this activity. The increase is believed to be due to standard annual increases in the payment standards which result in increased HAP costs. |

| <b>Activity 12: Local Payment Standards</b><br><b>Local Metric: Households Able to Move from Areas of Poverty and/or Minority Concentration</b> |  |   |   |  |
|---|--|---|---|--|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>   |
| Percentage of households residing in submarkets 2 and 6   | The percentage of households residing in submarkets 2 and 6 prior to implementation are:<br>Submarket 2: 25%<br>Submarket 6: 21% | The percentage of households residing in submarkets 2 and 6 will decrease by a total of 8% in three years (2014).<br>Submarket 2: 21%<br>Submarket 6: 17% | As of FY 2017, the percentage of households residing in submarkets 2 and 6 are:<br>Submarket 2: 23% (2% decrease)<br>Submarket 6: 15% (6% decrease) | HACSB has met the benchmark. Both submarket 6 has achieved the benchmark and submarket 2 is within 1% of reaching the benchmark. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard metrics CE #1 and CE #2 were added in HACSB's 2015 Annual Plan per HUD's request. The objective of the activity is to increase housing choices for low-income families, and has resulted in some additional staff time spent to establish and apply the local payment standards. As a result, HACSB does not anticipate that these metrics will reflect a decrease in agency cost savings or staff time savings as a direct result of this activity.

The previously reported metric (HC #5: Increase in Resident Mobility) has been corrected per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #5 will now be reported using the local metric "Households Able to Move from Areas of Poverty and/or Minority Concentration" listed above. HC #5 reflects the number of households residing in Local Payment Standard (LPS) Submarket 8 in FY 2015. The LPS for Submarket 8 exceeds 110% of the HUD-Published Fair Market Rent (FMR); therefore, households residing in this Submarket would not be able to lease a unit in the Submarket without the Local Payment Standard Activity.

Pre-implementation baseline data for standard metrics CE #1, CE #2, and the first local metric is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which these metrics were reported (FY 2015) was used to establish the baseline.

The local metric "Average HAP Cost" was added through our FY 2015 Annual MTW Report to capture information about potential HAP savings related to this activity. This report is the first to include outcome data for this metric.

## **4. Changes to Data Collection Methodology**

None.



### Activity 13: Local Inspection Policies

This activity was approved in our FY 2010 MTW Annual Plan and was implemented on May 1, 2011. A modification to expand biennial inspections to all MTW units was approved via our 2015 MTW Annual Plan and was implemented in FY 2016 and FY 2017.

#### 1. Activity Description and Outcomes

This activity allowed HACSB to develop and implement local inspection standards for the Housing Choice Voucher (HCV) program that have increased operational efficiencies and ensured better housing options for low-income families. A modification to this activity was approved via our FY 2015 MTW Annual Plan. Biennial inspections will be conducted for all units, and the property rating system currently used to determine the frequency of inspections for each unit will be eliminated. No change was made to HACSB’s enhanced local inspection standards.

In FY 2013, HACSB completely outsourced our HCV inspections. This change resulted in additional staff time and cost savings. We continue to perform quality checks of our portfolio for accuracy, inspection standards, and customer satisfaction. The percentage of inspections that have met our quality standards and qualified for biennial inspections has been well above the expected outcome. In FY 2017, HACSB met and exceeded our benchmark cost savings of 13% with a decrease of nearly 31% from the baseline. Additionally, the total staff time (including time spent by contracted inspectors) has decreased by over 92%, primarily due to the outsourcing of inspections.

| <b>Activity 13: Local Inspection Policies</b><br><b>CE #1: Agency Cost Savings</b> |  |  |  |   |
|--|--|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total cost of task in dollars (decrease).  | Cost of task prior to implementation of the activity (in dollars). | Expected cost of task after implementation of the activity (in dollars). | Actual cost of task after implementation of the activity (in dollars).   | Whether the outcome meets or exceeds the benchmark.               |
| Total annual cost to conduct inspections   | Total expenses for inspections is \$707,551                        | Total expenses for inspections is \$579,392 in two years                 | \$501,811 in FY 2017<br><br>Calculation of Cost:<br>\$39,585 Staff cost,<br>\$459,081 contract costs,<br>\$3,145 postage | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 13: Local Inspection Policies</b><br><b>CE #2: Staff Time Savings</b> |  |   |  |   |
|---|--|---|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                        | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).   | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).      | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours). | Whether the outcome meets or exceeds the benchmark.               |
| Total time to complete HQS inspections in staff hours.                            | Total amount of staff time to complete HQS inspections prior to implementation of the activity was 15,571 hours.<br><br>Staff Time Calculation:<br>1.3 hours per inspection X<br>11,978 inspections performed. | Expected amount of total staff time dedicated to the task after implementation of the activity is 12,282 hours. | 1,182 hours in FY 2017.  | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 13: Local Inspection Policies</b><br><b>CE #3: Decrease in Error Rate of Task Execution</b> |  |   |  |   |
|---|--|---|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Average error rate in completing a task as a percentage (decrease).                                     | Average error rate of task prior to implementation of the activity (percentage).   | Expected average error rate of task after implementation of the activity (percentage).                                  | Actual average error rate of task after implementation of the activity (percentage). | Whether the outcome meets or exceeds the benchmark.               |
| Average error rate in inspections.  | Average error rate of inspections prior to implementation of the activity is 19% (4 errors in 21 files). (FY 2015 data used to establish baseline as pre-implementation data is unavailable) | The average error rate of inspections is not expected to change in future years. (Baseline data is post-implementation) | Actual error rate in FY 2017 is 0.0% (0 errors in 28 files).                         | Yes, the outcome meets and exceeds the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

Standard Metric CE #3 reflects only HACSB staff time. In prior years, the total staff time also included time spent by contracted inspectors.

Standard metrics CE #2 and CE #3 were added in HACSB's 2015 Annual Plan per HUD's request. The objective of the activity is to achieve agency cost savings. As a result, HACSB does not anticipate that these metrics will reflect a decrease in error rates related to this task or an increase in staff time savings as a direct result of this activity.

Pre-implementation baseline data for standard metric CE #3 is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which this metric was reported (FY 2015) was used to establish the baseline

The previously reported standard metric (HC #1: Additional Units of Housing Made Available) was removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan.

## **4. Changes to Data Collection Methodology**

None.

## Activity 14: Local Asset Management Program

### 1. Activity Description and Outcomes

The First Amendment to the Standard MTW agreement executed on May 21, 2009 allowed HACSB to design and implement a local asset management program. As per our FY 2012 MTW Annual Plan and in accordance with the federal Office of Management and Budget (OMB) Circular A-87, we elected to establish a cost allocation methodology to allocate direct and indirect costs and establish an indirect cost rate. Detailed information is provided in Appendix A.

### 2. Challenges and Strategy Revisions

None.

### 3. Measurement Revisions

None.

### 4. Changes to Data Collection Methodology

None.

## Activity 15: Pilot Work Requirement

This activity was approved in the FY 2010 MTW Annual Plan and was implemented on January 1, 2013, for the Maplewood Homes Public Housing community; it was implemented on August 1, 2010, for all inbound portability participants.

### 1. Activity Description and Outcomes

This activity has two components: 1) a work-requirement at the Maplewood Homes Public Housing Community; and 2) a work-requirement for inbound portability participants in the Housing Choice Voucher program. The Maplewood Homes component was sunset in Summer 2016, and final outcomes were included in HACSB's FY 2016 Annual MTW Report. The outcomes reported in the following metrics reflect only the inbound portability work requirement component.

For inbound portability participants, all work-able household members (non-elderly and non-disabled) of the incoming family must be employed at least 15 hours per week within San Bernardino County or within a reasonable driving distance thereof prior to the execution of the HAP contract and throughout their participation in our program. If the family fails to maintain compliance with the work requirement, the previous employment income is imputed until new employment is obtained. This requirement ensures that families make educated decisions prior to their move to San Bernardino and encourages them to continue on their path to economic independence.

| <b>Activity 15: Pilot Work Requirement</b><br><b>SS #1: Increase in Household Income</b> |   |  |   |   |
|--|---|--|---|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Average earned income of households affected by this policy in dollars (increase).       | Average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Actual average earned income of households affected by this policy prior to implementation.   | Whether the outcome meets or exceeds the benchmark.               |
| Dollars - average earned income of port-in households.                                   | Average earned income of new port-in households prior to implementation of this activity is \$1,513.              | Expected average earned income of new port-in households is \$1,589, a 5% increase by September 30, 2015.                  | Actual average earned income of new non-elderly and non-disabled port-in households subject to this activity in FY 2017 is \$17,341. The average earned income of all new port-in households in FY 2017 is \$5,437. | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 15: Pilot Work Requirement**  
**SS #3: Increase in Positive Outcomes in Employment Status**

| Unit of Measurement  | Baseline  | Benchmark  | Outcome <sup>9</sup>   | Benchmark Achieved?                                 |
|--|---|--|--|---|
| Report the following information separately for each category:<br>(1) Employed Full- Time<br>(2) Employed Part- Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other<br><br><i>Note: Pre-implementation data for categories this metric is unavailable. Baseline figures represent FY 2016 data<sup>10</sup>.</i> | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                 | Expected head(s) of households in <<category name>> after implementation of the activity (number).                     | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark. |
|  | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark. |

<sup>9</sup> Outcome data for 2017 reflects 97% of all non-elderly and non-disabled port-in families subject to the work requirement at port-in.

<sup>10</sup> Baseline data from 2016 reflects 7% of all non-elderly and non-disabled port-in families subject to the work requirement at port-in.

**Activity 15: Pilot Work Requirement - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                        |  |  |  |  |
|------------------------|--|--|--|--|
| (1) Employed Full-Time | Head(s) of households with full-time employment prior to implementation of the activity is 6 (60%).            | Expected head(s) of households with full-time employment after implementation of the activity is 10 (40%) by September 30, 2018.                 | Actual PWR head(s) of households with full-time employment in FY 2017 is 15 (47%).           | Yes, the outcome meets and exceeds the benchmark for this metric.  |
|                        | Percentage of total work-able households with full-time employment prior to implementation of activity is 60%. | Expected percentage of total work-able households with full-time employment after implementation of the activity is 40% by September 30, 2018.   | Actual percentage of total work-able households with full-time employment in FY 2017 is 47%. | Yes, the outcome meets and exceeds the benchmark for this metric.  |
| (2) Employed Part-Time | Head(s) of households with part-time employment prior to implementation of the activity is 4 (40%).            | Expected head(s) of households with part-time employment after implementation of the activity is 10 (60%) by September 30, 2018.                 | Actual head(s) of households with part-time employment in FY 2017 is 14 (44%).               | Yes, the outcome meets and exceeds the benchmark for this metric.  |
|                        | Percentage of total work-able households with part-time employment prior to implementation of activity is 40%. | Expected percentage of total work-able households with part-time employment after implementation of the activity is (60%) by September 30, 2018. | Actual percentage of total work-able households with part-time employment in FY 2017 is 44%. | The time period to achieve the benchmark has not yet been reached. |



**Activity 15: Pilot Work Requirement - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |   |  |  |   |
|--|---|--|--|---|
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program prior to implementation of the activity is 1 (10%).            | Expected head(s) of households enrolled in an educational program is not expected to change as a result of this activity.                    | Actual head(s) of households enrolled in an educational program in FY 2017 is 2 (6%).                | Yes, the outcome meets and exceeds the benchmark for this metric. |
|  | Percentage of total work-able households enrolled in an educational program prior to implementation of activity is 10%. | Expected percentage of total work-able households enrolled in an educational program is not expected to change as a result of this activity. | Actual percentage of total work-able households enrolled in an educational program in FY 2017 is 6%. | Yes, the outcome meets and exceeds the benchmark for this metric. |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in job training program prior to implementation of the activity is 0 (0%).               | Expected head(s) of households enrolled in job training program is not expected to change as a result of this activity.                      | Actual head(s) of households enrolled in job training program in FY 2017 is 0 (0%).                  | Yes, the outcome meets the benchmark for this metric.             |
|  | Percentage of total work-able households enrolled in job training program prior to implementation of activity is 0%.    | Expected percentage of total work-able households enrolled in job training program is not expected to change as a result of this activity.   | Actual percentage of total work-able households enrolled in job training program in FY 2017 is 0%.   | Yes, the outcome meets the benchmark for this metric.             |

**Activity 15: Pilot Work Requirement - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |  |   |  |  |
|----------------|--|---|--|--|
| (5) Unemployed | Head(s) of households unemployed prior to implementation of the activity is 0 (0%).  | Expected head(s) of households unemployed after implementation of the activity is no more than 10 (40%).  | Actual head(s) of households unemployed in FY 2017 is 3 (9%).  | Yes, the outcome meets and exceeds the benchmark for this metric.  |
|                | Percentage of total work-able households unemployed prior to implementation of activity is 0%.   | Expected percentage of total work-able households unemployed after implementation of the activity is no more than 40%.  | Actual percentage of total work-able households unemployed in FY 2017 is 9%.   | Yes, the outcome meets and exceeds the benchmark for this metric.  |
| (6) Other      | Head(s) of households engaged in other activities, leading to positive outcomes in employment status prior to implementation of the activity is 1 (10%). | Expected head(s) of households engaged in other activities leading to positive outcomes in employment status after implementation of the activity is not expected to change as a result of this activity.               | Actual head(s) of households engaged in other activities leading to positive outcomes in employment status in FY 2017 is 2 (6%).                 | Yes, the outcome meets and exceeds the benchmark for this metric.  |
|                | Percentage of total work-able engaged in other activities, leading to positive outcomes in employment status prior to implementation of activity is 10%. | The percentage of total work-able households engaged in other activities leading to positive outcomes in employment status after implementation of the activity is not expected to change as a result of this activity. | Actual percentage of total work-able households engaged in other activities, leading to positive outcomes in employment status in FY 2017 is 6%. | The time period to achieve the benchmark has not yet been reached. |

| <b>Activity 15: Pilot Work Requirement</b>   |  |   |   |   |
|--|--|---|---|---|
| <b>SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)</b> |  |   |   |   |
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Number of households receiving TANF assistance (decrease).                           | Households receiving TANF prior to implementation of the activity (number)   | Expected number of households receiving TANF after implementation of the activity (number).   | Actual households receiving TANF after implementation of the activity (number).   | Whether the outcome meets or exceeds the benchmark.               |
| Number of port-in households receiving TANF assistance.                              | Number of new port-in households receiving TANF assistance prior to implementation of the activity is 5 (of 30, or 16.7%). | The expected number of new port-in households receiving TANF assistance after implementation of the activity is less than 30 (25% of port-in families). | The number of new port-in households receiving TANF in FY 2017 is 16 (13%).<br>The number of new non-elderly non-disabled port-in households subject to this activity receiving TANF in FY 2017 is 8 (24%). | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 15: Pilot Work Requirement</b>   |  |  |  |   |
|--|--|--|--|---|
| <b>SS# 5: Households Assisted by Services that Increase Self Sufficiency</b>           |  |  |  |   |
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
| Number of households receiving services aimed to increase self sufficiency (increase). | Households receiving self sufficiency services prior to implementation of the activity (number).   | Expected number of households receiving self sufficiency services after implementation of the activity (number).                               | Actual number of households receiving self sufficiency services after implementation of the activity (number).     | Whether the outcome meets or exceeds the benchmark.   |
| Number of port-in households receiving services aimed to increase self-sufficiency.    | The number of new port-in households receiving services aimed to increase self-sufficiency prior to implementation of the activity is 0. | The expected number of new port-in households receiving services aimed to increase self-sufficiency after implementation of the activity is 0. | The actual number of new port-in households receiving services aimed to increase self-sufficiency in FY 2017 is 0. | Yes, the outcome meets the benchmark for this metric. |
| <b>Activity 15: Pilot Work Requirement</b>   |  |  |  |   |

| <b>SS# 6: Reducing Per Unit Subsidy Costs for Participating Households</b>                                |   |   |   |  |
|---|---|---|---|--|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>   |
| Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease). | Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). | Expected average subsidy per household affected by this policy after implementation of the activity (in dollars). | Actual average subsidy per household affected by this policy after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.  |
| Average HAP for port-in families  | Average HAP for port-in households at start of activity is \$726.25   | Expected average HAP for new non-elderly and non-disabled port-in households is \$617.13 (15% decrease).          | Actual average HAP for new non-elderly and non-disabled port-in households in FY 2017 is \$811.                 | No, the benchmark has not yet been achieved. Although the average HAP increased from the baseline year, the change is related to standard annual increases in the payment standards. HACSB will reassess the benchmark for this activity through its FY 2018 Annual MTW Report based upon the most current data available. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

Standard metrics SS #4 and SS #5 were added in HACSB’s 2015 Annual Plan per HUD’s request.

**4. Changes to Data Collection Methodology**

None.

## Activity 17: Local Income Inclusions

This activity was approved in our FY 2011 MTW Annual Plan and implemented on May 1, 2011. This activity was modified through HACSB's FY 2015 MTW Plan.

### 1. Activity Description and Outcomes

This activity allows HACSB to modify the rent calculation to include or exclude certain income sources that are currently excluded or included, respectively, under regulation. The modifications to the rent calculation are:

- Foster care income is fully included;
- Sanctioned Temporary Assistance to Needy Families (TANF) income, whether due to non-compliance with self-sufficiency requirements, fraud or any other sanction reasons authorized by CALWORKS, except term limits, is fully included;
- Adoption assistance payment income is fully included (effective at each family's first biennial recertification effective on or after October 1, 2015);
- The earned income of full-time students other than the Head of Household, spouse, and co-head of household is fully excluded (effective at each family's first biennial recertification effective on or after October 1, 2015)

| <i>Activity 17: Local Income Inclusions<br/>CE #5: Increase in Tenant Rent Share</i> |   |  |  |   |
|--|---|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Rental revenue in dollars (increase).  | Rental revenue prior to implementation of the activity (in dollars).  | Expected rental revenue after implementation of the activity (in dollars). | Actual rental revenue after implementation of the activity (in dollars).                   | Whether the outcome meets or exceeds the benchmark.               |
| Average tenant rent share in dollars for households with local income inclusions.    | Average tenant rent share for households with local income inclusions prior to implementation of the activity is \$473. (FY 2015 data used to establish baseline) | The average tenant rent is not more than \$720.                            | Average tenant rent share for households with local income inclusions in FY 2017 is \$530. | Yes, the outcome meets and exceeds the benchmark for this metric. |

## **2. Challenges and Strategy Revisions**

None.

## **3. Measurement Revisions**

The standard metric CE #5 was added in HACSB's 2015 Annual Plan per HUD comment. The previously reported standard metric (SS #6: Reducing Per Unit Subsidy Costs for Participating Households) was removed per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan.

Pre-implementation baseline data for standard metric CE #5 is unavailable. In accordance with written instruction from HUD, data from the first fiscal year for which this metric was reported (FY 2015) was used to establish the baseline.

## **4. Changes to Data Collection Methodology**

None.

## Activity 18: Property Management Innovation

This activity was approved in our FY 2011 MTW Annual Plan and implemented on January 1, 2012.

### 1. Activity Description and Outcomes

This activity allowed HACSB to develop a property management innovation program that reflects private sector property management principles. The activity has the objective of implementing policies that are used in the private sector to decrease management costs, improve the quality of our units and assist our tenants in becoming familiar with the private sector property management principles. All residents signed a new lease which incorporated all the changes proposed in the activity. The lease reflected the following changes approved by HUD in our FY 2011 plan:

- a. 3 Day notice to pay or Quit (previous policy was 14 days).
- b. NSF fees of \$25.00 for first and \$35 for additional items (previous policy was \$25.00).
- c. Late fees increased from \$20 to \$50.
- d. Security deposits equal to one month's market rent (current security deposit charged is \$500.00)
- e. Implement a holding deposit of \$200.00
- f. Agency will choose lower of flat rent or 30% income rent for residents.
- g. Grievance Process – Previous two step process was replaced with a single on site settlement conference with staff for timely and effective resolutions to issues.

This activity continues to prepare residents for leasing in the private market. As reported via the metrics below, the activity has resulted in cost savings and administrative efficiencies gained from the streamlined grievance process as well as the reduction in arbitration and unit turnaround costs.

**Activity 18: Property Management Innovation  
CE #1: Agency Cost Savings**

| <b>Unit of Measurement</b>                                       | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|--|---|---|---|
| Total cost of task in dollars (decrease).                        | Cost of task prior to implementation of the activity (in dollars).                       | Expected cost of task after implementation of the activity (in dollars).  | Actual cost of task after implementation of the activity (in dollars).                            | Whether the outcome meets or exceeds the benchmark.               |
| Total cost for arbitration services (decrease)                   | Cost of task prior to implementation of the activity is \$6,550.                         | Expected costs for arbitration services after implementation of the activity is \$0.  | Actual arbitration services costs in FY 2017 is \$0.  | Yes, the outcome meets the benchmark for this metric.             |
| Average per unit contract vacancy turnaround expenses (decrease) | Cost of task prior to implementation of the activity is \$14 per unit month. (9/30/2011) | Expected average per unit contract vacancy turnaround expenses after implementation of the activity is \$11 per unit month. | Actual average per unit contract vacancy turnaround expenses in FY 2017 is \$8.77 per unit month. | Yes, the outcome meets and exceeds the benchmark for this metric. |



| <b>Activity 18: Property Management Innovation<br/>CE #2: Staff Time Savings</b>     |   |   |  |   |
|--|---|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Total time to complete the task in staff hours (decrease).                           | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).      | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).  | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).         | Whether the outcome meets or exceeds the benchmark.               |
| Total staff hours to complete settlement conferences (formerly Grievance Processes). | Staff time spent on informal hearings in CY 2011 is 5.4 hours per hearing (76 hours total / 14 hearings). | Expected amount of staff time spent on informal hearings/settlement conferences will be 2.7 hours per hearing/settlement conference (50% decrease). | Staff time spent on settlement conferences is 2 hours per conference (0 hours total / 0 settlement conferences). | Yes, the outcome meets and exceeds the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

Standard metric CE #2 was added in HACSB's 2015 Annual Plan per HUD comment.

**4. Changes to Data Collection Methodology**

None.

## Activity 19: Local FSS Program

This activity was approved in our FY 2011 MTW Annual Plan and was implemented on July 1, 2012.

### 1. Activity Description and Outcomes

Through our local Family Self-Sufficiency (FSS) program, program participants are eligible to receive the balance of their escrow savings account at the end of their FSS contract only if they voluntarily terminate their assistance from the Housing Choice Voucher or Public Housing program due to self-sufficiency efforts.

In FY 2017, 60 families were enrolled in the program under the guidelines of this activity and 142 were enrolled under the traditional FSS program guidelines as a control group to compare with our local program participants. This activity has resulted in positive outcomes related to earned income and savings for participating families. Since 2014, the average earned income for Local FSS families has increased by nearly 40%, and escrow savings for these families has increased by 8% since we began tracking it using the Standard Metric SS #2 in FY 2015.

| <i>Activity 19: Local FSS Program<br/>SS #1: Increase in Household Income</i>      |   |  |   |   |
|--|---|--|---|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households affected by this policy prior to implementation of the activity (in dollars).   | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).                 | Actual average earned income of households affected by this policy prior to implementation.                       | Whether the outcome meets or exceeds the benchmark.               |
| Average earned income of households participating in HACSB's FSS program.          | The average earned income of households participating in HACSB's Local FSS program prior to implementation of this activity is \$0. (No families were participating in the Local FSS program prior to implementation) | The expected average earned income of households participating in HACSB's local FSS program is \$8,000 within two years of implementation. | The actual average earned income of households participating in HACSB's Local FSS program in FY 2017 is \$16,157. | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 19: Local FSS Program**  
**SS #2: Increase in Household Savings**

| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|---|--|--|---|---|
| Average amount of savings/escrow of households affected by this policy in dollars (increase). | Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.   | Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).    | Actual average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.               |
| Average amount of FSS escrow of households participating in the Local FSS Program.            | Average amount of FSS escrow of households participating in the Local FSS Program prior to implementation of this activity is \$0. (No families were participating in the Local FSS program prior to implementation) | Expected average escrow amount of households participating in the Local FSS Program after implementation of the activity is \$702. | Actual average amount of FSS escrow of households participating in the Local FSS Program in FY 2017 is \$4,012.               | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 19: Local FSS Program**  
**SS #3: Increase in Positive Outcomes in Employment Status**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome<sup>11</sup></b>  | <b>Benchmark Achieved?</b>                          |
|---|---|--|--|---|
| Report the following information separately for each category:<br>(1) Employed Full- Time<br>(2) Employed Part- Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                 | Expected head(s) of households in <<category name>> after implementation of the activity (number).                     | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark. |
|   | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark. |

<sup>11</sup> Outcome data for 2017 reflects 53% of all Local FSS families and 91% of work-able Local FSS families.

**Activity 19: Local FSS Program - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                        |   |  |   |  |
|------------------------|---|--|---|--|
| (1) Employed Full-Time | Head(s) of households with full-time employment prior to implementation of the activity is 0.                 | Expected head(s) of households with full-time employment after implementation of the activity is 20.                     | Actual head(s) of households with full-time employment in FY 2017 is 12 (38%).                    | No, the outcome does not meet the benchmark for this metric. However, the number of heads of household enrolled in our local FSS program has decreased, and the percentage of HOH's employed full-time has remained relatively stable. |
|                        | Percentage of total work-able households with full-time employment prior to implementation of activity is 0%. | Expected percentage of total work-able households with full-time employment after implementation of the activity is 10%. | Actual percentage of total work-able households with full-time employment in FY 2017 is 40% (12). | Yes, the outcome meets and exceeds the benchmark for this metric.  |
| (2) Employed Part-Time | Head(s) of households with part-time employment prior to implementation of the activity is 0.                 | Expected head(s) of households with part-time employment after implementation of the activity is 22.                     | Actual head(s) of households with part-time employment in FY 2017 is 7 (22%).                     | No, the benchmark for this metric has not yet been achieved.   |
|                        | Percentage of total work-able households with part-time employment prior to implementation of activity is 0%. | Expected percentage of total work-able households with part-time employment after implementation of the activity is 11%. | Actual percentage of total work-able households with part-time employment in FY 2017 is 20% (6).  | Yes, the outcome meets and exceeds the benchmark for this metric.  |

**Activity 19: Local FSS Program - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |   |  |   |   |
|--|---|--|---|---|
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program prior to implementation of the activity is 0.      | Expected head(s) of households enrolled in an educational program after implementation of the activity is 9.                     | Actual head(s) of households enrolled in an educational program in FY 2017 is 6 (19%).                    | No, the outcome does not meet the benchmark for this metric.      |
|  | Percentage of total work-able enrolled in an educational program prior to implementation of activity is 0%. | Expected percentage of total work-able households enrolled in an educational program after implementation of the activity is 5%. | Actual percentage of total work-able households enrolled in an educational program in FY 2017 is 17% (5). | Yes, the outcome meets and exceeds the benchmark for this metric. |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in job training program prior to implementation of the activity is 0.        | Expected head(s) of households enrolled in job training program after implementation of the activity is 3.                       | Actual head(s) of households enrolled in job training program in FY 2017 is 1 (3%).                       | No, the outcome does not meet the benchmark for this metric.      |
|  | Percentage of total work-able enrolled in job training program prior to implementation of activity is 0%.   | Expected percentage of total work-able households enrolled in job training program after implementation of the activity is 4%.   | Actual percentage of total work-able enrolled in job training program in FY 2017 is 3% (1).               | No, the outcome does not meet the benchmark for this metric.      |

**Activity 19: Local FSS Program - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |  |  |   |  |
|----------------|--|--|---|--|
| (5) Unemployed | Head(s) of households unemployed prior to implementation of the activity is 0.   | Expected head(s) of households unemployed after implementation of the activity is 27.  | Actual head(s) of households unemployed in FY 2017 is 13 (41%).   | Yes, the outcome meets and exceeds the benchmark for this metric.    |
|                | Percentage of total work-able unemployed prior to implementation of activity is 0%.  | Expected percentage of total work-able households unemployed after implementation of the activity is 14% (percent).  | Actual percentage of total work-able unemployed in FY 2017 is 40% (12).   | No, HACSB has not met the benchmark for this portion of this metric. |
| (6) Other      | Head(s) of households participating in other activities, leading to positive outcomes in employment status prior to implementation of the activity is 0.     | Expected head(s) of households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 17.                    | Actual head(s) of households participating in other activities, leading to positive outcomes in employment status after implementation of the activity in FY 2017 is 4 (13%). | No, the outcome does not meet the benchmark for this metric.         |
|                | Percentage of total work-able participating in other activities, leading to positive outcomes in employment status prior to implementation of activity is 0. | Expected percentage of total work-able households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 9%. | Actual percentage of total work-able participating in other activities, leading to positive outcomes in employment status in FY 2017 is 10% (3).                              | Yes, the outcome meets and exceeds the benchmark for this metric.    |

The majority of Local FSS participant families are work-able (non-elderly/non-disabled) families. HACSB anticipates that positive outcomes related to employment, job training, education, and other activities leading to positive outcomes in employment status will be associated with work-able families. HACSB will revisit the benchmarks for Standard Metric SS #3 through its FY 2018 Annual MTW Report based upon the most current data available.

| <b>Activity 19: Local FSS Program</b>  |   |  |   |   |
|--|---|--|---|---|
| <b>SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>           |   |  |   |   |
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Number of households receiving TANF assistance (decrease).                                     | Households receiving TANF prior to implementation of the activity (number)  | Expected number of households receiving TANF after implementation of the activity (number).  | Actual households receiving TANF after implementation of the activity (number).                                   | Whether the outcome meets or exceeds the benchmark.               |
| Percentage of households participating in HACSB's Local FSS program receiving TANF assistance. | The number of households participating in HACSB's Local FSS program receiving TANF assistance prior to implementation of the activity is 0. | The percentage of households participating in HACSB's Local FSS program and receiving TANF assistance is expected to be less than 50%. | The actual number of households participating in HACSB's Local FSS program receiving TANF in FY 2017 is 11 (21%). | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 19: Local FSS Program</b>  |  |   |  |   |
|--|--|---|--|---|
| <b>SS# 5: Households Assisted by Services that Increase Self Sufficiency</b>           |  |   |  |   |
| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                          |
| Number of households receiving services aimed to increase self sufficiency (increase). | Households receiving self sufficiency services prior to implementation of the activity (number).   | Expected number of households receiving self sufficiency services after implementation of the activity (number).  | Actual number of households receiving self sufficiency services after implementation of the activity (number).                 | Whether the outcome meets or exceeds the benchmark. |
| Number of households receiving services aimed to increase self-sufficiency             | The number of households receiving self-sufficiency services via HACSB's Local FSS program prior to implementation of the activity is 0. | The number of households receiving self-sufficiency services through HACSB's Local FSS program after implementation of the activity is expected to be 125 by 2017 | The actual number of households receiving self-sufficiency services through HACSB's Local FSS program in FY 2017 is 60 (100%). | No, the benchmark has not yet been achieved.        |



The benchmark for Standard Metric SS #5 was anticipated to be reached by FY 2017. However, enrollment in the Local FSS Program is voluntary, and families are offered the choice between HACSB's Local FSS Program and the traditional FSS program. The majority of families have elected to participate in the traditional FSS program because it does not require them to leave housing assistance in order to graduate from the program and be eligible to receive their escrow balance. In FY 2018 HACSB has begun to identify possible modifications to this activity to improve participation in the Local FSS Program. HACSB will continue to monitor the outcomes of the activity and will report any proposed modifications via the FY 2020 Annual MTW Plan.

| <b>Activity 19: Local FSS Program</b>   |   |  |   |   |
|---|---|--|---|---|
| <b>SS# 6: Reducing Per Unit Subsidy Costs for Participating Households</b>                                |   |  |   |   |
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease). | Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).                           | Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).            | Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).     | Whether the outcome meets or exceeds the benchmark.                 |
| Average amount of HAP per household for households participating in HACSB's Local FSS program             | The average HAP per HCV household participating in HACSB's Local FSS program prior to implementation of the local FSS program is \$0. | Expected average HAP per household participating in HACSB's Local FSS program after implementation of the activity is \$579. | The actual average HAP per household for households participating in HACSB's Local FSS program in FY 2017 is \$424. | Yes, the outcome meets and exceeds the benchmark for this activity. |

| <b>Activity 19: Local FSS Program</b>   |   |   |  |  |
|---|---|---|--|--|
| <b>SS# 7: Increase in Tenant Rent Share</b>   |   |   |  |  |
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                                   |
| PHA rental revenue in dollars (increase).   | PHA rental revenue prior to implementation of the activity (in dollars).  | Expected PHA rental revenue after implementation of the activity (in dollars).  | Actual PHA rental revenue after implementation of the activity (in dollars).   | Whether the outcome meets or exceeds the benchmark.          |
| Average tenant rent share in dollars for households participating in HACSB's Local FSS program. | Average tenant rent share for households served by HACSB's Local FSS program prior to implementation of the activity was \$0. | Expected tenant rent share per household for households participating in HACSB's Local FSS program after implementation is \$443. | The actual average tenant rent share in dollars for households participating in HACSB's Local FSS program in FY 2017 is \$283. | No, the benchmark for this metric has not yet been achieved. |

This activity has not yet met the benchmark for Standard Metric SS #7. HACSB is considering a modification to the Local FSS Program, which may necessitate a change to the benchmark for this metric. HACSB will continue to monitor the outcomes of the activity and will report any proposed modifications to the benchmark via the FY 2020 Annual MTW Plan or the FY 2018 Annual MTW Report.

| <b>Activity 19: Local FSS Program</b><br><b>SS #8: Households Transitioned to Self-Sufficiency</b>   |   |  |  |   |
|--|---|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.  | Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero. | Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number). | Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).                                   | Whether the outcome meets or exceeds the benchmark.   |
| Number of households transitioned to self-sufficiency.<br>For this activity, HACSB defines self-sufficiency as "Voluntary termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due, but not limited to, an increase in income, education, savings and employment (attainment of and/or increased level) to market-rate housing or homeownership." | 0 households transitioned to self-sufficiency prior to implementation of the activity.  | Expected households transitioned to self-sufficiency under this activity is 1 per year in FY 2014 and beyond.                                | The number of actual households transitioned to self-sufficiency in FY 2017 is 0. The cumulative total is 1.<br>1 in FY 2014<br>0 in FY 2015<br>0 in FY 2016<br>0 in FY 2017 | No, the outcome does not meet the benchmark for this metric in FY 2017. However, 1 Local FSS family left the program with no other forms of government assistance, and 25 Local FSS families are currently receiving no other forms of government assistance. |

This activity has not yet met the benchmark for Standard Metric SS #8. HACSB is considering a modification to the Local FSS Program, which may necessitate a change to the benchmark for this metric. HACSB will continue to monitor the outcomes of the activity and will report any proposed modifications to the benchmark via the FY 2020 Annual MTW Plan or the FY 2018 Annual MTW Report.

## 2. Challenges and Strategy Revisions

None.

### **3. Measurement Revisions**

Standard metrics SS #2, SS #4, SS #5, SS #6, and SS #7 were added in HACSB's 2015 Annual Plan per HUD comment. The baselines for all metrics are zero because no families were participating in HACSB's Local FSS Program prior to implementation.

### **4. Changes to Data Collection Methodology**

None.

## Activity 20: Term-Limited Assistance Program (formerly Five Year)

This activity was approved in our FY 2011 Annual MTW Annual and was implemented on January 1, 2012. The activity was modified in our FY 2015, 2016, 2017, and 2018 Annual MTW Plans.

### 1. Activity Description and Outcomes

The goal of this activity is to enable the families we serve to focus on self-sufficiency efforts while we assist them with their housing needs for a limited term.

Through this activity, new non-elderly and non-disabled households admitted to the Housing Choice Voucher program from HACSB's waiting list are provided with up to five years of housing assistance. The term may be extended if the family qualifies for a hardship exemption near the commencement of assistance. Currently, the family's housing subsidy is set at 50% of the applicable payment standard for the unit selected by the family. HACSB proposed a modification to the subsidy calculation component of this activity through its FY 2017 Annual MTW Plan, and that change is currently pending HUD approval. Throughout the term of assistance HACSB provides supportive services to the family through its Career Development Initiatives (CDI) department. Services include:

- Needs assessment at intake to determine the frequency and level of supportive services.
  - All families receive coaching from the HACSB CDI department and, based upon the results of the assessment, each family is designated as Triage Level 1, 2, or 3 to determine what additional resources are needed:
    - Level 1 families have limited barriers and meet prerequisite criteria;
    - Level 2 families receive external resource referrals as deemed necessary to overcome the barriers identified during the needs assessment;
    - Level 3 families also receive external resource referrals as deemed necessary to overcome the barriers but require intensive coaching from their assigned CDI worker in order to effectively navigate the various service systems (i.e., domestic violence intervention, behavioral health counseling, medical and dental care);
- Development of an individualized action plan for success;
- Access to HACSB's three (3) on-site Workforce Development Specialists through contract with the County Workforce Development Department;
- Access to other resources designed to provide the family with meaningful support and tools to enhance the family's chances for success

Participating families also enjoy the benefit of HACSB's partnership with the County Transitional Assistance Department (TAD). Since 2015, HACSB and TAD have shared data for mutual customers through a data sharing MOU, allowing HACSB and TAD to identify customers who are underutilizing TAD services or have their TAD assistance sanctioned. The HACSB and TAD teams conduct outreach to these families to assist them with curing their sanction and accessing the services available to them. In FY 2017, HACSB worked with TAD to provide enhanced referrals for Five-Year Lease Assistance participants to TAD, ensuring that they take advantage of resources such as paid childcare, job search assistance, counseling services, and assistance with education and job-related expenses.

At the conclusion of five years of assistance, families are no longer eligible for the program and assistance commences.

The end-of-term hardship exemption for this activity was modified through HACSB's 2015 Annual MTW Plan. The exemption policy now allows for a maximum of two (2) additional years of assistance after the family has completed their five-year term.

**End of Term Hardship Exemption:**

**Eligibility:** A family may be granted an extension of assistance in order to allow the family to complete an educational, job training, or other approved self-sufficiency activity. The family must request the extension of assistance no less than three months prior to the end of the five-year term of assistance. Additionally, the family must have complied with all requirements of the program, including the Supportive Services Agreement, to be eligible for an extension of assistance.

**Term of Extension:** Any approved extension shall be granted in twelve-month (12-month) increments, and shall not exceed two (2) years.

**Total Term:** The total term of assistance under the program shall not exceed seven years.

A modification to the subsidy calculation for this activity was also proposed and approved via HACSB's FY 2016 Annual MTW Plan. Our FY 2017 Annual MTW Plan includes a further modification to the subsidy calculation, and is currently pending HUD approval. When approved, the family's rent portion will be set at 30% of the family's gross annual income with no deductions or allowances (or the minimum rent, whichever is greater), mirroring the Streamlined Fixed Lease Assistance Program for Career-Able Families.

1,195 families were enrolled in the Term-Limited Lease Assistance Program at the end of fiscal year 2016.

HACSB is working with Loma Linda University to conduct a longitudinal study which will monitor the families served through this activity, tracking their goals and accomplishments. The analysis through the fourth year of the activity shows positive outcomes, such as:

- The average earned income has increased by 21.5%;
- Unemployment decreased by 13.4%;
- The number of families without a high school diploma decreased by 35.5%

It is important to note that the families participating in this activity are subject to HACSB's MTW Activity 24: Transition for Over-Income Families. Through that activity, families whose income exceeds the HUD-published 80% income limit are transitioned out of housing assistance. Fourteen (14) families in this program were transitioned out of housing assistance before the end of their five-year term through that activity. The overlap of the Transition for Over-Income Families activity effectively caps the amount of progress toward economic self-sufficiency we can see within the five-year program, as the most successful families are removed from the program.

In FY 2017 the first families to join the Term-Limited Lease Assistance Program reached the end of their term and their housing assistance has ended unless qualified for a hardship extension. A small portion of these families requested and been approved for extensions of assistance through a hardship exemption, while most families will transition out of housing assistance. In addition, in FY 2017 tracking of residents who have

left the program began. Participants will be followed for up to two years beyond the end of their assistance. Details about these families and those that have transitioned out of the program will be provided in our FY 2018 Annual MTW Report.

| <b>Activity 20: Term-Limited Lease Assistance Program</b><br><b>SS #1: Increase in Household Income</b> |   |  |  |   |
|---|---|--|--|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Average earned income of households affected by this policy in dollars (increase).                      | Average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).             | Actual average earned income of households affected by this policy prior to implementation.                        | Whether the outcome meets or exceeds the benchmark.                             |
| Average earned income of families affected by this policy in the Five Year Lease Assistance Program.    | Average earned income of families affected by this policy Year 1 of the activity was \$12,181.                    | Expected average earned income of affected families will increase by 45% to \$17,662 by 9/30/2015 and by 75% to \$21,317 by 9/30/2018. | Actual average earned income of affected families in FY 2017 is \$19,512, a 60.2% increase over the baseline year. | Yes, the outcome meets the benchmark for this activity established for FY 2015. |

**Activity 20: Term-Limited Lease Assistance Program**  
**SS #3: Increase in Positive Outcomes in Employment Status**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                              |
|---|---|---|--|---|
| Report the following information separately for each category:<br>(1) Employed Full-Time  | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                         | Expected head(s) of households in <<category name>> after implementation of the activity (number).                                  | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark.     |
| (2) Employed Part-Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.         | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).              | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark.     |
| (1) Employed Full-Time  | Head(s) of households with full-time employment prior to implementation of the activity is 219 in year 1 of this activity.                    | Expected head(s) of households with full-time employment after implementation of the activity is 271 by FY 2015.                    | Actual heads of households with full-time employment in FY 2017 is 475 (52.3%).                                      | Yes, the outcome meets the benchmark for this activity. |
|   | Percentage of total work-able households with full-time employment prior to implementation of the activity is 32% in year 1 of this activity. | Expected percentage of total work-able households with full-time employment after implementation of the activity is 39% by FY 2015. | Actual percentage of total work-able households with full-time employment in FY 2017 is 52.3%.                       | Yes, the outcome meets the benchmark for this activity. |

**Activity 20: Term-Limited Lease Assistance - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |   |  |  |   |
|--|---|--|--|---|
| (2) Employed Part-Time                 | Head(s) of households with part-time employment prior to implementation of the activity is 164 in year 1 of this activity.                | Expected head(s) of households with part-time employment after implementation of the activity is 172 by FY 2015.                             | Actual head(s) of households with part-time employment in FY 2017 is 194 (21.3%).              | Yes, the outcome meets the benchmark for this activity.   |
|  | Percentage of total work-able households with part-time employment prior to implementation of activity is 24% in year 1 of this activity. | Expected percentage of total work-able households with part-time employment after implementation of the activity is 29% by FY 2015.          | Actual percentage of total work-able households with part-time employment in FY 2017 is 21.3%. | No, the benchmark has not been reached in FY 2018. However, the outcome is within 8% of the goal. |
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program prior to implementation of the activity is 43 in year 1 of this activity.        | Expected head(s) of households enrolled in an educational program after implementation of the activity is 100 by FY 2015.                    | Actual head(s) of households enrolled in an educational program in FY 2017 is 111 (12.2%).     | Yes, the outcome meets the benchmark for this activity.   |
|  | Percentage of total work-able enrolled in an educational program prior to implementation of activity is 6% in year 1 of this activity.    | Expected percentage of total work-able households enrolled in an educational program after implementation of the activity is 14% by FY 2015. | Actual percentage of total work-able enrolled in an educational program in FY 2017 is 12.2%.   | No, the benchmark has not yet been reached. However, the outcome is within 2% of the goal.        |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in a job training program prior to implementation of the activity is 30 in year 1 of this activity.        | Expected head(s) of households enrolled in a job training program after implementation of the activity is 50 by FY 2015.                     | Actual head(s) of households enrolled in a job training program in FY 2017 is 39 (4.3%).       | No, the benchmark has not yet been reached.   |
|  | Percentage of total work-able enrolled in a job training program prior to implementation of activity is 4% in year 1 of this activity.    | Expected percentage of total work-able households enrolled in a job training program after implementation of the activity is 7% by FY 2015.  | Actual percentage of total work-able enrolled in a job training program in FY 2017 is 4.3%.    | No, the benchmark has not yet been reached.   |



**Activity 20: Term-Limited Lease Assistance - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |  |   |   |   |
|----------------|--|---|---|---|
| (5) Unemployed | Head(s) of households unemployed prior to implementation of the activity is 329 in year 1 of this activity.  | Expected head(s) of households unemployed after implementation of the activity is 270 by FY 2015.   | Actual head(s) of households unemployed in FY 2017 is 240. (26.4%).   | Yes, the outcome meets and exceeds the benchmark for this metric. |
|                | Percentage of total work-able unemployed prior to implementation of activity is 47% in year 1 of this activity.  | Expected percentage of total work-able households unemployed after implementation of the activity is 39% or less by FY 2015.  | Actual percentage of total work-able households unemployed in FY 2017 is 26.4%.   | Yes, the outcome meets and exceeds the benchmark for this metric. |
| (6) Other      | Head(s) of households participating in other activities, leading to positive outcomes in employment status prior to implementation of the activity is 0 in year 1 of this activity.      | Expected head(s) of households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 54 by FY 2015.                    | Actual head(s) of households participating in other activities, leading to positive outcomes in employment status in FY 2017 is 358 (39.4%).  | Yes, the outcome meets and exceeds the benchmark for this metric. |
|                | Percentage of total work-able participating in other activities, leading to positive outcomes in employment status prior to implementation of activity is 0% in year 1 of this activity. | Expected percentage of total work-able households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 8% by FY 2015. | Actual percentage of total work-able participating in other activities, leading to positive outcomes in employment status after implementation of the activity in FY 2017 is 39.4%. | Yes, the outcome meets and exceeds the benchmark for this metric. |

This activity did not meet the benchmarks for several components of Standard Metric SS #3 in FY 2017. However, most of these components are close to reaching the benchmark values. In particular, families have reported transportation and childcare barriers which make it difficult to obtain employment. These factors are likely also affecting their ability to participate in educational or job training programs. HACSB will continue to monitor the outcomes of these components and report further through the FY 2018 Annual MTW Report.

**Activity 20: Term-Limited Lease Assistance Program**  
**SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)**

| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|---|--|--|--|---|
| Number of households receiving TANF assistance (decrease).                        | Households receiving TANF prior to implementation of the activity (number)   | Expected number of households receiving TANF after implementation of the activity (number).  | Actual households receiving TANF after implementation of the activity (number).  | Whether the outcome meets or exceeds the benchmark.               |
| Percentage of Term-Limited Lease Assistance households receiving TANF assistance. | The number of Term-Limited Lease Assistance households receiving TANF assistance in year 1 of the activity is 267. | The expected number and percentage of Term-Limited Lease Assistance households receiving TANF is less than 600 (50%) <sup>12</sup> . | Actual number of Term-Limited Lease Assistance households receiving TANF after implementation of the activity in FY 2017 is 292 (30%). | Yes, the outcome meets and exceeds the benchmark for this metric. |

<sup>12</sup> The expected number of Term-Limited Lease Assistance (TLA) households receiving TANF was added to the benchmark and outcome for this metric in this FY 2017 report. The number is not an accurate representation of the outcomes related to this activity due to annual fluctuations in the number of households participating in the TLA program. Therefore, the percentage of TLA households receiving TANF is also provided in order to provide a more accurate representation of the changes.

**Activity 20: Term-Limited Lease Assistance Program**  
**SS# 5: Households Assisted by Services that Increase Self Sufficiency**

| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|--|--|---|--|---|
| Number of households receiving services aimed to increase self sufficiency (increase). | Households receiving self sufficiency services prior to implementation of the activity (number). | Expected number of households receiving self sufficiency services after implementation of the activity (number).  | Actual number of households receiving self sufficiency services after implementation of the activity (number). | Whether the outcome meets or exceeds the benchmark.   |
| Number of households receiving services aimed to increase self-sufficiency (increase)  | Households receiving self-sufficiency services in Year 1 of the activity is 695.                 | The expected number of households receiving services aimed to increase self-sufficiency after implementation of the activity is 100% of families participating in the Five-Year Lease Assistance Program. | Actual households receiving self-sufficiency services in FY 2017 is 100% (1,059 households).                   | Yes, the outcome meets the benchmark for this metric. |

**Activity 20: Term-Limited Lease Assistance Program  
SS #8: Households Transitioned to Self-Sufficiency**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                            |
|--|---|--|---|---|
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.  | Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero. | Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).             | Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).  | Whether the outcome meets or exceeds the benchmark.   |
| Number or percentage of households transitioned to self-sufficiency (increase). For this activity, HACSB defines self-sufficiency as "Termination of housing assistance and other forms of government assistance (TANF, CalWORKs, cash aid, etc.) due to an increase in income in attainment of and/or increased level in employment to transition to market-rate housing or homeownership in the 5 year program timeframe." | Households transitioned to self-sufficiency prior to implementation of the activity is 0.   | Expected households transitioned to self-sufficiency after implementation of the activity is 174 or 25% of participating families by September 30, 2017. | Actual households transitioned to self-sufficiency under this activity in FY 2017 is 163. The cumulative total is 205.<br>(0 in FY 2014<br>6 in FY 2015<br>36 in FY 2016<br>163 in FY 2017) | Yes, the outcome meets the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

None.

**4. Changes to Data Collection Methodology**

None.

## Activity 22: Streamlined Lease Assistance Program

This activity was approved in our FY 2013 MTW Annual Plan and was implemented on February 1, 2015. The activity was modified in our FY 2016 and FY 2018 MTW Plans.

### 1. Activity Description and Outcomes

Through this activity, HACSB has implemented an alternative subsidy/rent schedule for households participating in the Housing Choice Voucher and Public Housing programs. The activity applies to:

- Public Housing: all current and new households;
- Housing Choice Voucher: all new elderly/disabled households AND existing households not currently in the Five-Year Lease Assistance program

The rent for families in the Streamlined Lease Assistance program is calculated based on a percentage of gross annual income. The rent percentage was established by taking into account deductions and allowances permitted under traditional program regulations, and therefore no deductions or allowances are applied to the rent amount calculated under Streamlined Lease Assistance. The rent structure is either fixed assistance or tiered assistance, based upon family type. The rent structures were developed based upon our initial analysis of rents for currently assisted families, and were designed to result in a zero net change to the rents paid by all families.

#### **Fixed Lease Assistance for Elderly/Disabled Families:**

Applies to all existing and new elderly and/or disabled families. The family's rent share (TTP) is 24% of their gross income for the duration of assistance.

#### **Tiered Lease Assistance for Career-Focused Families:**

Applies to existing non-elderly and non-disabled families. The family's rent share (TTP) begins at 21% of gross income and increases by 3% at each subsequent biennial recertification to a maximum of 30% of gross income.

#### **Fixed Lease Assistance for Career-Focused Families:**

Applies to new non-elderly and non-disabled families. The family's rent share (TTP) is 30% of their gross income for the duration of assistance.

The family's rent portion is set at the greater of:

- The calculated percentage specified above (based on program type); or
- The HACSB minimum rent (currently \$125); or
- The baseline rent for the family.
  - Baseline rent is established at each biennial recertification, and future rent amounts may never fall below the baseline rent.
  - If the calculated rent amount exceeds the ceiling rent for Public Housing or the contract rent for Housing Choice Voucher families, the lesser of the calculated TTP or contract rent/ceiling rent amount is applied as the family's rent share.

At the time of this writing, the activity is fully implemented. 329 implementation hardship exemptions have been approved for households for whom the transition to Streamlined Lease Assistance would have caused a substantial increase in the family's share of rent.

| <b>Activity 22: Streamlined Lease Assistance Program<br/>CE #1: Agency Cost Savings</b> |  |   |   |   |
|---|--|---|---|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
| Total cost of task in dollars (decrease).   | Cost of task prior to implementation of the activity (in dollars).   | Expected cost of task after implementation of the activity (in dollars).  | Actual cost of task after implementation of the activity (in dollars).  | Whether the outcome meets or exceeds the benchmark.                       |
| Total cost of recertifications.   | Total cost of recertifications prior to implementation of this activity is \$176,524 in FY 2014<br><br>\$165,492 staff cost + \$11,032 postage cost<br><br>Staff Cost Calculation:<br>4,943 hours X \$33.48 per hour | \$158,872 in FY 2017 and beyond.<br><br>The benchmark date was adjusted from FY 2016 to FY 2017, when the activity will be fully implemented and the target outcome is expected to be realized. | \$253,393 in FY 2017.<br><br>\$248,355 staff cost + \$5,038 postage cost<br><br>Staff Cost Calculation:<br>7,418 hours X \$33.48 per hour | No, the outcome does not meet the benchmark for this activity in FY 2017. |

| <b>Activity 22: Streamlined Lease Assistance Program<br/>CE #2: Staff Time Savings</b> |   |   |  |   |
|--|---|---|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                          |
| Total time to complete the task in staff hours (decrease).                             | Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).  | Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).  | Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).   | Whether the outcome meets or exceeds the benchmark. |
| Total time to complete recertifications in staff hours.                                | Total amount of staff time dedicated to recertifications prior to implementation of the activity is 4,943 hours in FY 2014<br><br>Staff Time Calculation:<br>4,413 recertifications performed in PH and HCV programs X 1.12 hours per recertification | 4,449 hours in FY 2017 and beyond.<br><br>The benchmark date was adjusted from FY 2016 to FY 2017, when the activity will be fully implemented and the target outcome is expected to be realized. | 7,418 Hours in FY 2017.<br><br>Staff Time Calculation:<br>2,768 recertifications performed in PH and HCV programs X 2.68 hours per recertification | No, the outcome does not meet the benchmark.        |

This activity did not meet the benchmarks for Standard Metrics SS #1 and SS #2 in FY 2017. HACSB is in the process of conducting additional internal analysis, including time studies, to identify the causes of the additional time spent processing recertifications since the implementation of the Streamlined Lease Assistance (SLA) activity. HACSB's analysis has shown that staff spends a significant amount of additional time answering customer's questions about SLA during the recertification process. Additional staff time is also needed to ensure that SLA recertifications are accurately processed in HACSB's tenant database software (Yardi). HACSB previously anticipated that the impact of these factors would diminish in subsequent years; to date, this has not occurred. As a result, HACSB will modify the benchmarks for Standard Metrics SS#1 and SS#2 for this activity based on the most current data available through its FY 2018 MTW report.

**Activity 22: Streamlined Lease Assistance Program**  
**CE #3: Decrease in Error Rate of Task Execution**

| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|---|--|--|--|---|
| Average error rate in completing a task as a percentage (decrease). | Average error rate of task prior to implementation of the activity (percentage).   | Expected average error rate of task after implementation of the activity (percentage).             | Actual average error rate of task after implementation of the activity (percentage). | Whether the outcome meets or exceeds the benchmark.               |
| Average error rate in completing recertifications as a percentage   | Average error rate of recertifications prior to implementation of the activity is 11%.<br>Data from FY 2014 was used to determine the baseline percentage. | The average error rate of recertifications is not expected to change as a result of this activity. | The actual average error rate of recertifications in FY 2017 is 8.7%.                | Yes, the outcome meets and exceeds the benchmark for this metric. |



**Activity 22: Streamlined Lease Assistance Program  
SS #1: Increase in Household Income**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|--|---|--|--|---|
| Average earned income of households affected by this policy in dollars (increase). | Average earned income of households affected by this policy prior to implementation of the activity (in dollars). | Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).   | Actual average earned income of households affected by this policy prior to implementation.        | Whether the outcome meets or exceeds the benchmark.               |
| Average earned income of households affected by this policy in dollars.            | Average earned income of households affected by this policy prior to implementation of the activity is \$4,454.   | The expected average earned income of SLA households is not expected to change in years 1 and 2 (FY 2015 and FY 2016) after implementation of the activity. The average earned income for SLA households is expected to increase by 3% in FY 2018, FY 2020, and FY 2022, as the increased rent tiers are fully applied to all households at their biennial recertifications. | The actual average earned income of Streamlined Lease Assistance households in FY 2017 is \$5,554. | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 22: Streamlined Lease Assistance Program**  
**SS #3: Increase in Positive Outcomes in Employment Status**

| Unit of Measurement   | Baseline <sup>13</sup>  | Benchmark   | Outcome <sup>14</sup>  | Benchmark Achieved?  |
|---|---|---|--|--|
| Report the following information separately for each category:<br>(1) Employed Full-Time<br>(2) Employed Part-Time<br>(3) Enrolled in an Educational Program<br>(4) Enrolled in Job Training Program<br>(5) Unemployed<br>(6) Other | Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.                 | Expected head(s) of households in <<category name>> after implementation of the activity (number).  | Actual head(s) of households in <<category name>> after implementation of the activity (number).                     | Whether the outcome meets or exceeds the benchmark.  |
|   | Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero. | Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).                            | Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent). | Whether the outcome meets or exceeds the benchmark.  |
| (1) Employed Full-Time  | Head(s) of households employed full-time in FY 2016 is 85 (11%).  | Expected head(s) of households with full-time employment after implementation of the activity is 15% by FY 2021 (4% increase).                    | Actual heads of households with full-time employment in FY 2017 is 714 (16%).  | Yes, the outcome meets and exceeds the benchmark for this metric. The timeframe to achieve the benchmark has not yet been reached. |
|   | Percentage of total work-able households employed full-time in FY 2016 is 29% (82).   | Expected percentage of total work-able households with full-time employment after implementation of the activity is 36% by FY 2021 (7% increase). | Actual percentage of work-able households with full-time employment in FY 2017 is 35% (612).                         | No, this outcome does not meet the benchmark for tis metric. The timeframe to achieve the benchmark has not yet been reached.      |

<sup>13</sup> Pre-implementation data for categories 1, 2, 3, 4, and 6 of this metric is unavailable. Baseline figures represent FY 2016 data. Baseline data from 2016 for parts 1, 2, 3, 4, and 6 reflects 8% of all Streamlined Lease Assistance families and 8% of work-able Streamlined Lease Assistance families.

<sup>14</sup> Outcome data for FY 2017 for parts 1, 2, 3, 4, and 6 reflects 57% of all Streamlined Lease Assistance families and 55% of work-able Streamlined Lease Assistance families.

**Activity 22: Streamlined Lease Assistance - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                        |   |   |  |   |
|------------------------|---|---|--|---|
| (2) Employed Part-Time | Head(s) of households employed part-time in FY 2016 is 77 (10%).                    | No change is anticipated. Some heads of household will move from unemployment to part-time employment, and others will move from part-time to full-time employment. | Actual heads of households with part-time employment in FY 2017 is 423 (9%).                 | No, this outcome does not meet the benchmark for this metric in percentage terms but exceeds the standard in head of household count. However, the total number and percentage of employed heads of household increased. HACSB will continue monitor this component to determine if further action is needed. |
|                        | Percentage of total work-able households employed part-time in FY 2016 is 22% (64). | No change is anticipated. Some heads of household will move from unemployment to part-time employment, and others will move from part-time to full-time employment. | Actual percentage of work-able households with part-time employment in FY 2017 is 17% (304). | There was a decrease from the benchmark in this metric. However, the total number and percentage of employed heads of household increased. HACSB will continue monitor this component to determine if further action is needed.   |

**Activity 22: Streamlined Lease Assistance - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|  |  |   |  |  |
|--|--|---|--|--|
| (3) Enrolled in an Educational Program | Head(s) of households enrolled in an educational program in FY 2016 is 34 (4%).                    | No change is anticipated. This activity is expected to result in employment changes, but no changes to educational activity.  | Actual heads of households enrolled in an educational program in FY 2017 is 178 (4%).                | Yes, the outcome meets the benchmark for this metric.  |
|  | Percentage of total work-able households enrolled in an educational program in FY 2016 is 9% (27). | No change is anticipated. This activity is expected to result in employment changes, but no changes to educational activity.  | Actual percentage of work-able households enrolled in an educational program in FY 2017 is 8% (134). | No change in households was expected; this change is not believed to be related to this activity. However, the total percentage of heads of household enrolled in an educational program remained stable. HACSB will continue monitor this component to determine if further action is needed. |
| (4) Enrolled in Job Training Program   | Head(s) of households enrolled in a job training program in FY 2016 is 5 (1%).                     | No change is anticipated. This activity is expected to result in employment changes, but no changes to job training activity. | Actual heads of households enrolled in a job training program in FY 2017 is 38 (1%).                 | Yes, the outcome meets the benchmark for this metric.  |
|  | Percentage of total work-able households enrolled in a job training program in FY 2016 is 2% (5).  | No change is anticipated. This activity is expected to result in employment changes, but no changes to job training activity. | Actual percentage of work-able households enrolled in a job training program in FY 2017 is 1% (25).  | No change was expected; this change is not believed to be related to this activity. HACSB will continue monitor this component to determine if further action is needed.   |

**Activity 22: Streamlined Lease Assistance - SS #3: Increase in Positive Outcomes in Employment Status (continued)**

|                |   |   |  |  |
|----------------|---|---|--|--|
| (5) Unemployed | Potential future SLA head(s) of households unemployed prior to implementation of the activity in FY 2014 is 7,103 of 9057 (78.4%)                   | Expected head(s) of households unemployed after implementation of the activity is 6,738 (74.4%) by FY 2021 (4% decrease).   | Head(s) of households unemployed in FY 2017 is 5,833 (70%).  | This activity is expected to meet the benchmark goal by FY 2021.   |
|                | Percentage of potential future SLA total work-able households unemployed prior to implementation of the activity in FY 2014 is 60% (2,655 of 4,425) | Expected percentage of total work-able households unemployed after implementation of the activity is 53% by FY 2021 (7% decrease).  | Percentage of total work-able households unemployed in FY 2017 is 44%.                             | This activity is expected to meet the benchmark goal by FY 2021.   |
| (6) Other      | Head(s) of households engaged in other activities in FY 2016 is 18 (2%).  | Expected head(s) of households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 54 by FY 2015.                    | Actual heads of households participating in other activities in FY 2017 is 109 (2%).               | Yes, the outcome meets and exceeds the benchmark for this metric.  |
|                | Percentage of total work-able households engaged in other activities in FY 2016 is 5% (15).   | Expected percentage of total work-able households participating in other activities, leading to positive outcomes in employment status after implementation of the activity is 8% by FY 2015. | Actual percentage of work-able households participating in other activities in FY 2017 is 4% (76). | No change was expected; this change is not believed to be related to this activity. HACSB will continue monitor this component to determine if further action is needed. |

| <b>Activity 22: Streamlined Lease Assistance Program</b>                             |   |   |  |   |
|--|---|---|--|---|
| <b>SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)</b> |   |   |  |   |
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Number of households receiving TANF assistance (decrease).                           | Households receiving TANF prior to implementation of the activity (number)  | Expected number of households receiving TANF after implementation of the activity (number).         | Actual households receiving TANF after implementation of the activity (number).  | Whether the outcome meets or exceeds the benchmark.               |
| Number of Streamlined Lease Assistance households receiving TANF assistance.         | Households that would convert to Streamlined Lease Assistance in year 1 and were receiving TANF prior to implementation of the activity is 2,377 out of 9,055 households (26.3%). | The number of SLA households receiving TANF is not expected to change as a result of this activity. | Streamlined Lease Assistance Households receiving TANF in FY 2017 is 1,883 (23%) of current Streamlined Lease Assistance households. | Yes, the outcome meets and exceeds the benchmark for this metric. |

| <b>Activity 22: Streamlined Lease Assistance Program</b>  |   |  |   |  |
|---|---|--|---|--|
| <b>SS# 6: Reducing Per Unit Subsidy Costs for Participating Households</b>                                |   |  |   |  |
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>   |
| Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease). | Average subsidy per household affected by this policy prior to implementation of the activity (in dollars). | Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).  | Actual average subsidy per household affected by this policy after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.  |
| Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars.            | Average HAP subsidy per household affected by this policy prior to implementation of the activity is \$575. | The average HAP subsidy for SLA households is not expected to decrease in years 1 and 2 (FY 2015 and FY 2016) after implementation of the activity. The average HAP subsidy for SLA households is expected to decrease by 3% in FY 2018, FY 2020, and FY 2022. | Average HAP subsidy per Streamlined Lease Assistance household in FY 2017 is \$728.                             | Yes, the outcome meets the expected benchmark of no decrease in year one or two for this metric. |

**Activity 22: Streamlined Lease Assistance Program**  
**SS# 7: Increase in Tenant Rent Share**

| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|---|--|--|---|---|
| PHA rental revenue in dollars (increase).                             | PHA rental revenue prior to implementation of the activity (in dollars).   | Expected PHA rental revenue after implementation of the activity (in dollars).                           | Actual PHA rental revenue after implementation of the activity (in dollars).              | Whether the outcome meets or exceeds the benchmark.               |
| Average tenant rent share of Streamlined Lease Assistance households. | Average tenant rent share prior to implementation of the activity for households eligible for Streamlined Lease Assistance is \$270. | The average tenant rent share for SLA households is not expected to change as a result of this activity. | Average tenant rent share of Streamlined Lease Assistance households in FY 2017 is \$315. | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 22: Streamlined Lease Assistance Program  
SS #8: Households Transitioned to Self-Sufficiency**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
|---|---|--|--|---|
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.   | Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero. | Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number). | Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).                         | Whether the outcome meets or exceeds the benchmark.               |
| Number of Streamlined Lease Assistance (SLA) households transitioned to self sufficiency (increase). For purposes of this activity, "self-sufficiency" is defined as having a total gross household income at or above 80% of the Area Median Income for the family size (at time of end of participation). | Number of SLA households transitioned to self-sufficiency prior to implementation of the activity in FY 2014 is 37.   | Expected number of SLA households transitioned to self-sufficiency as a result of the SLA activity is 0.                                     | Actual number of SLA households transitioned to self-sufficiency in FY 2017 is 15.<br>Cumulative total is 55.<br>(11 in FY 2015<br>29 in FY 2016<br>15 in FY 2017) | Yes, the outcome meets and exceeds the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

Standard metrics SS #3, SS #4, SS #7, and SS #8 were added in HACSB's 2015 Annual Plan per HUD comment. The objective of the activity is to achieve agency cost and staff time savings. As a result, HACSB does not anticipate that these metrics will reflect an increase in positive outcomes in employment status, households removed from TANF, increase in tenant rent share, or households transitioned to self-sufficiency as a direct result of this activity.



The benchmarks for the unemployment component of Standard Metric SS #3 were revised through this report to reflect anticipated changes based on recent analysis.

#### **4. Changes to Data Collection Methodology**

None.

## Activity 23: No Child Left Unsheltered

This activity was proposed and approved via HACSB’s FY 2014 Annual MTW Plan and implemented on April 1, 2015 **and modified via our FY 2018 Annual MTW Plan.**

### 1. Activity Description and Outcomes

This activity aims to end homelessness of any unsheltered family with children in San Bernardino County, with special attention to the education and well-being of the children and the economic advancement of the parents. No Child Left Unsheltered addresses the critical needs of unsheltered families in the county by offering Housing Choice Voucher assistance to families who are identified through our partnerships as eligible unsheltered homeless families with children. The program also provides participating families with supportive services and resources such as emergency relief, school connections with community support, and job training for parents.

In March 2015, the HACSB Housing Commission and Board of Governors approved the award of the 40 project-based voucher units reserved for this activity to units within the HACSB-owned and HACSB-affiliated non-profit housing stock. HACSB is authorized to award these contracts through a non-competitive process under its Local Project-Based Voucher MTW Activity (activity 11). These 40 housing choice vouchers will be made available to eligible families meeting the criteria under this program. HACSB selected the locations of the 40 project-based voucher units using data from the most recent homeless point-in-time survey. The units will be distributed throughout the county as shown in the following table:

| Property Owner                | Number of Units | Communities  |
|-------------------------------|-----------------|--|
| HACSB                         | 26              | Kingsley Patio Homes, Montclair<br>Stone Creek Apartments, Loma Linda<br>Sunset Gardens, Yucaipa<br>Hampton Court Apartments, Redlands<br>Andalusia, Victorville<br>Mesa Gardens, Hesperia |
| HPI Property Acquisitions LLC | 10              | Kendall Drive Apartments, San Bernardino<br>Kendall Park Apartments, San Bernardino  |
| Summit Place LLC              | 4               | Summit Place, Ontario  |

Families housed through this activity typically have significant challenges in locating housing through the traditional tenant-based voucher program. As the property owner in this program, HACSB has the ability to house these vulnerable families more quickly and with more flexibility than in the traditional tenant-based voucher program, thus reducing the wait for housing from upwards of 60 days to only a few days.

HACSB has partnered with a variety of local community service providers, including the school system, to identify families, particularly those with school-age children, who are unsheltered. Each identified family will be encouraged to apply for assistance, and if eligible, will receive assistance after being selected from the targeted waiting list. The rental subsidy is determined using the Streamlined Lease Assistance program methodology, with the assisted family typically paying a fixed percentage of their gross income toward rent.

HACSB contracted with Loma Linda University to identify the effects of the NCLU activity. Families joining the program tended to come in through local school systems or a homeless liaison. Though the initial results are varied as this is a more vulnerable population, residents did slowly begin to settle in a create goals aimed towards self-sufficiency. Over time, goals began to focus on moving out of the activity and on their children’s overall well-being. Also of note, many of the children often begin to attend school more regularly with many parents attributing this to their inclusion in the NCLU program.

| <b>Activity 23: No Child Left Unsheltered</b><br><b>CE #4: Increase in Resources Leveraged</b> |   |  |  |   |
|--|---|--|--|---|
| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>  |
| Amount of funds leveraged in dollars (increase).   | Amount leveraged prior to implementation of the activity (in dollars). This number may be zero. | Expected amount leveraged after implementation of the activity (in dollars).             | Actual amount leveraged after implementation of the activity (in dollars). | Whether the outcome meets or exceeds the benchmark.               |
| Amount of funds leveraged in dollars.  | Amount of funds leveraged prior to implementation of the activity is \$0.00.                    | The expected amount of funds leveraged after implementation of the activity is \$35,000. | The actual amount of funds leveraged is \$77,430 in FY 2017.               | Yes, the outcome meets and exceeds the benchmark for this metric. |

**Activity 23: No Child Left Unsheltered**  
**SS #8: Households Transitioned to Self-Sufficiency**

| Unit of Measurement  | Baseline   | Benchmark   | Outcome   | Benchmark Achieved?  |
|--|--|---|---|--|
| <p>Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p> | <p>Households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) prior to implementation of the activity (number). This number may be zero.</p> | <p>Expected households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) after implementation of the activity (number).</p> | <p>Actual households transitioned to self sufficiency (&lt;&lt;PHA definition of self-sufficiency&gt;&gt;) after implementation of the activity (number).</p> | <p>Whether the outcome meets or exceeds the benchmark.</p>   |
| <p>Number of households transitioned to self-sufficiency.<br/>           For purposes of this activity, "self-sufficiency" is defined as having a total gross household income at or above 80% of the Area Median Income for the family size.</p>  | <p>The number of households transitioned to self-sufficiency prior to implementation of the activity is 0.</p>   | <p>The expected number of households transitioned to self-sufficiency after implementation of the activity is 0.</p>  | <p>The actual number of households transitioned to self-sufficiency in FY 2017 is 0.</p>  | <p>Yes, the outcome meets the benchmark for this metric.</p> |

| <b>Activity 23: No Child Left Unsheltered</b><br><b>HC #3: Decrease in Wait List Time</b>   |  |   |  |  |
|---|--|---|--|--|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>   | <b>Benchmark Achieved?</b>   |
| Average applicant time on wait list in months (decrease).   | Average applicant time on wait list prior to implementation of the activity (in months). | Expected average applicant time on wait list after implementation of the activity (in months).  | Actual average applicant time on wait list after implementation of the activity (in months). | Whether the outcome meets or exceeds the benchmark.  |
| Average applicant time on wait list in months.<br><br><i>Note: Pre-implementation data for this metric is unavailable. Baseline figure represents FY 2016 data.</i> | The average applicant time on wait list for NCLU families is 1.96 months (58.85 days).   | The average applicant time on wait list for NCLU families is not expected to change in future years, as this activity is already fully implemented. | The average application wait time in FY 2017 is 1.8 months (54 days).                        | No change was expected.; however the outcome was slightly below that reported at the baseline. |

| <b>Activity 23: No Child Left Unsheltered</b><br><b>HC #7: Households Assisted by Services that Increase Housing Choice</b> |   |  |   |   |
|---|---|--|---|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                            |
| Number of households receiving services aimed to increase housing choice (increase).  | Households receiving this type of service prior to implementation of the activity (number). This number may be zero.    | Expected number of households receiving these services after implementation of the activity (number).                                      | Actual number of households receiving these services after implementation of the activity (number).         | Whether the outcome meets or exceeds the benchmark.   |
| Number of households receiving services aimed to increase housing choice.   | Number of households receiving services aimed to increase housing choice prior to implementation of this activity is 0. | The expected number of households receiving services aimed to increase housing choice after implementation of this activity is 5 per year. | 18 NCLU households received services aimed to increase housing choice in FY 2017 (100% of NCLU households). | Yes, the outcome meets the benchmark for this metric. |

| <b>Activity 23: No Child Left Unsheltered</b><br><b>Local Metric: Households Housed through This Activity</b> |  |   |   |   |
|---|--|---|---|---|
| <b>Unit of Measurement</b>  | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>                                  |
| Number of households housed through the No Child Left Unsheltered activity.                                   | The number of households housed through the No Child Left Unsheltered activity prior to implementation of the activity is 0. | The expected number of households housed through this activity is 5 per year. | 18 households were housed through this activity in FY 2017. | Yes, the outcome meets the benchmark for this local metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

Standard metrics CE #4, SS #8, HC #3, and HC #7 were added in HACSB’s 2015 Annual Plan per HUD’s request.

**4. Changes to Data Collection Methodology**

None.

## Activity 24: Transition for Over-Income Public Housing/Housing Choice Voucher Families

This activity was submitted and approved via our FY2014 MTW Annual Plan. It was implemented on April 1, 2015, and modified via our FY 2015 MTW Plan to exclude current participants of our Family Self-Sufficiency program.

### 1. Activity Description and Outcomes

In an effort to create more housing opportunities for families on our Public Housing and Housing Choice Voucher waiting lists, and in recognition of certain families attaining self-sufficiency, HACSB has implemented this activity to transition families who have an annual income over the HUD-published 80% income limit (“over-income”) off of housing assistance. This activity applies to the Public Housing program, Tenant-Based Voucher program, and Housing Choice Voucher program.

Through this activity, over-income families will be given a six-month transition period. After the six month transition period, families will transition to receiving no housing assistance from HACSB. Public Housing and Project-Based Voucher families will be required to move and HCV families will have the option of remaining with their current landlord or locating alternate housing.

Elderly, disabled and homeownership families are exempt from this activity. The transition period began for existing families identified as over-income on April 1, 2015, and at interim or recertification for families that become over-income after April 1, 2015.

If, during the six-month transition period, an over-income family’s income falls below 80% of the AMI, the family is no longer considered over-income and will not transition off of the program.

Families in the six-month transition period may also qualify for a hardship exemption from this activity for no-fault loss of income and/or death of a family member with income if the change in income results in the family’s income falling below 80% of AMI. If a hardship exemption is approved for such situations, the family will be removed from the six-month transition period and will not transition off the program.

**Activity 24: Transition for Over-Income Public Housing/Housing Choice Voucher Families  
SS #8: Households Transitioned to Self-Sufficiency**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>   | <b>Benchmark Achieved?</b>                            |
|---|---|--|--|---|
| Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided. | Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero. | Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number). | Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).                 | Whether the outcome meets or exceeds the benchmark.   |
| Number of households transitioned to self-sufficiency through the Over-Income activity.<br>For purposes of this activity, "self-sufficiency" is defined as having a total gross household income at or above 80% of the Area Median Income for the family size.   | The number of households transitioned to self-sufficiency through the over-income activity prior to implementation of the activity is 0.                        | The expected number of households transitioned to self-sufficiency after implementation of the activity is 4 per year.                       | The actual number of households transitioned to self-sufficiency through the over-income activity in FY 2017 is 33. (33 voucher and 0 affordable housing). | Yes, the outcome meets the benchmark for this metric. |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

None.

**4. Changes to Data Collection Methodology**

None.



## Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing

### 1. Activity Description and Outcomes

This activity will allow HACSB to apply an amended definition of elderly for the project-based vouchers at the Horizons at Yucaipa Affordable Senior Housing development. This flexibility is needed in order to meet both the City of Yucaipa's requirements for affordable senior housing as well as the age requirement for the special needs population to be served by units financed under the Mental Health Stabilization Act (MHSA). For purposes of this property, there shall be two definitions of an elderly (senior) individual.

The Horizons at Yucaipa Affordable Senior Housing development is a two-phase, 77-unit new construction development in the City of Yucaipa. Phase I of the development is 50 units on approximately 4.2 acres of vacant land, and with 49 Project-Based Vouchers and one manager's unit. Phase II will include 27 units and will also be developed for seniors at least 55 years of age. The Phase II building will incorporate into the Phase I building so amenities can be shared and costs reduced. The development will be 100% affordable housing financed through a combination of the following funding sources:

- 4% Low Income Housing Tax Credits
- Tax Exempt Bond funding
- County HOME
- County Mental Health Services Act funding (MHSA)
- Fee deferrals from the City of Yucaipa
- Permanent debt

Phase I contains 38 (1) bedroom units of approximately 692 sq. ft. per unit and 12 (2) bedroom units of approximately 967 sq. ft. per unit. The 50 units are within one two-story building and contain two elevators. 10 of the 50 units in Phase I are reserved as MHSA units and carry an age restriction of 60 years old. The property operates as affordable housing for seniors. For the 10 MHSA units, an elderly (senior) individual is defined as one who is 60 years of age or older in order to meet the MHSA requirements. For the remaining PBV units, an elderly (senior) individual is defined as one who is 55 years of age or older in order to meet the City of Yucaipa's senior housing requirements.

Phase I of the Horizons at Yucaipa senior development was completed in the Spring of 2017 and was occupied by May of 2017. Pre-leasing activities which began in the summer of 2016 provided enough eligible candidates to fill all affordable housing units (40) and establish a waiting list of potential new tenants. The Department of Behavioral Health (DBH) assisted in identifying the tenants for the 10 MHSA units.

**Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing  
HC #4: Displacement Prevention**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|---|---|---|---|
| Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box. | Households losing assistance/moving prior to implementation of the activity (number). | Expected households losing assistance/moving after implementation of the activity (number). | Actual households losing assistance/moving after implementation of the activity (number).             | Whether the outcome meets or exceeds the benchmark.   |
| Number of households at or below 80% AMI that would lose assistance or need to move. Units designated for seniors 55 years of age and older.                             | Zero (0).   | Zero (0).   | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity |

**Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing**  
**HC #5: Increase in Resident Mobility**

| <b>Unit of Measurement</b>   | <b>Baseline</b>  | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|--|---|---|---|
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase) | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. | Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number). | Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number). | Whether the outcome meets or exceeds the benchmark.   |
| Number of households residing at Horizons at Yucaipa Senior Housing.   | Zero (0).  | FYE 2016: Zero (0).<br>FYE 2017: Fifty (50).  | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity   | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity |

**Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing**  
**Local Metric: Additional Units of Housing Made Available**

| <b>Unit of Measurement</b>   | <b>Baseline</b>   | <b>Benchmark</b>   | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|--|---|--|---|---|
| Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box. | Housing units of this type prior to implementation of the activity (number). This number may be zero. | Expected housing units of this type after implementation of the activity (number). | Actual housing units of this type after implementation of the activity (number).                      | Whether the outcome meets or exceeds the benchmark.   |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity. Units designated for seniors 55 years of age and older.                             | Zero (0).   | FYE 2016: Zero (0).<br>FYE 2017: Fifty (50).                                       | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity |

**Activity 25: Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing**  
**Local Metric: Seniors 55 to 60 years of age housed through this activity**

| <b>Unit of Measurement</b>  | <b>Baseline</b>   | <b>Benchmark</b>  | <b>Outcome</b>  | <b>Benchmark Achieved?</b>  |
|---|---|---|---|---|
| Number of seniors 55 to 60 years of age housed through this activity.                 | Number of seniors 55 to 60 years of age housed through this activity prior to implementation of the activity. | Expected number of seniors 55 to 60 years of age housed through this activity after implementation of the activity. | Actual number of seniors 55 to 60 years of age housed through this activity after implementation of the activity. | Whether the outcome meets or exceeds the benchmark.   |
| Number of seniors 55 to 60 years of age housed at Horizons at Yucaipa Senior Housing. | Zero (0).   | FYE 2016: Zero (0).<br>FYE 2017: Fifty (50).  | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity             | This value will be provided with HACSB's first MTW Annual Report after implementation of the activity |

**2. Challenges and Strategy Revisions**

None.

**3. Measurement Revisions**

None.

**4. Changes to Data Collection Methodology**

None.

## B. Not Yet Implemented Activities

### Activity 26: Local Disaster Short-Term Rental Assistance Program

In August 2016 the massive Blue Cut Fire burned more than 36,000 acres in the Cajon pass area of San Bernardino County. The fire caused the complete shutdown of the Interstate 15 freeway and railroad lines, mandatory evacuations of an estimated 82,000 persons in at least six cities, and destroyed 105 homes and 216 minor structures. In the immediate aftermath, approximately seventy families displaced by the fire were in need of temporary assistance to stabilize their housing situation.

The Blue Cut Fire illustrated the need for HACSB to have in place a mechanism to provide temporary housing assistance to families in the event of certain local disasters. This proposed activity is designed to meet that need.

#### A. Description of MTW Activity

Through this activity HACSB will implement a short-term rental assistance program to provide temporary housing choice voucher assistance to families displaced as the result of a local disaster. Except as noted below, HACSB's policies for the Housing Choice Voucher Program shall apply to the Local Disaster Short-Term Rental Assistance Program.

**Determination of Local Disaster:** Assistance in this program will be limited to families displaced as the direct result of a local disaster. A local disaster is an event that occurs within the County of San Bernardino and may include a natural disaster such as an earthquake, fire, flood, or storm, an act of terrorism, or other event as determined by HACSB. The qualification of a local disaster would be declared by HACSB through a resolution of its governing board.

**Wait List:** HACSB will maintain a separate wait list for this activity. The wait list will be opened only when a local disaster is declared through a resolution of HACSB's governing board and only to individuals displaced as a direct result of the local disaster.

This program is not a set-aside. No vouchers will be reserved for this activity. Rather, the funding source will be the MTW Block Grant. Assistance provided through this activity may be offset by a decrease in the number of families served through the Housing Choice Voucher Program. However, because this activity will provide short-term assistance to families, any potential offset would be minimal and take place through normal attrition within the program. As an example, if ten families receive one year of assistance through this activity, the offset to the Housing Choice Voucher Program would not be ten families. Because the average length of stay for current non-elderly and non-disabled families in the Housing Choice Voucher Program is nearly 10 ½ years,

#### B. Action Toward Implementation

In FY 2017, HACSB updated its Administrative Plan and Admissions and Continued Occupancy Policy documents to incorporate this activity. We are now assessing our software systems to determine if modifications are necessary to implement the activity.

## C. Activities on Hold

### Activity 3: Alternate Assessment Programs

This activity was approved in our FY 2009 MTW Annual Plan and was placed on hold in FY 2011.

#### 1. Activity Description

This activity was approved through HACSB's FY2009 MTW Annual Plan and has not yet been implemented. The activity was placed on hold via HACSB's FY2010 MTW Annual Plan.

The activity allows HACSB to opt out of the HUD SEMAP and PHAS scoring systems and establish its own program assessment systems designed to measure the quality and timeliness of work performed under the MTW Agreement.

HACSB formally opted out of the PHAS and SEMAP on December 8, 2010, and will continue to retain its high performer status until a new MTW-wide successor system is adopted, at which time HACSB can be fully scored under that system.

#### 2. Reason(s) for On-Hold Status

At HUD's 2009 Annual MTW Conference we learned that there was an effort to establish an MTW-wide successor to the Section Eight Management Assessment Program (SEMAP) and Public Housing Assessment Program (PHAS) systems currently in place. Rather than develop its own assessment system, HACSB determined that it would instead place this activity on hold until the MTW-wide assessment system is implemented.

#### 3. Plan for Reactivation

HACSB has been actively involved in a working group consisting of team members from various MTW agencies in an effort to develop a replacement assessment. The working group has been actively working on this project and is close to making a recommendation.

#### 4. Reimplementation Timeline

The exact date for implementation of the MTW-wide assessment system is not yet known. The system will need to be approved by HUD prior to implementation, and a target date has not yet been set.

#### 5. Non-Significant Changes or Modifications

No modifications are proposed for this activity.

## **D. Closed Out Activities**

### **Activity 16: Operating Subsidy for Vista del Sol**

#### **1. Approval and Implementation Years**

This activity was approved through the second amendment to our FY 2010 MTW Annual Plan and implemented on April 23, 2010.

#### **2. Reason(s) For Close-Out**

On September 15, 2010, HACSB executed a Project Based Voucher contract, and no longer needs the operating subsidy.

#### **3. Year the Activity was Closed Out**

This activity was closed out via HACSB's FY12 MTW Annual Plan.

### **Activity 21: Utility Allowance Reform**

#### **1. Approval and Implementation Years**

This activity was approved in our FY 2012 MTW Annual Plan; it was never implemented.

#### **2. Reason(s) For Close-Out**

This activity allowed HACSB to develop a flat utility allowance schedule for the Housing Choice Voucher Program based on the consumption methodology versus the traditional engineering methodology. However, subsequent development of other programs—namely, our Five Year Lease Assistance Program and the Streamlined Lease Assistance Programs – eliminate the need for a utility allowance. These programs are designed to incorporate the cost of utilities into the subsidy amount without the need to apply a utility allowance separately. As a result, the utility allowance schedule is no longer necessary.

HACSB will continue to monitor the success of the Streamlined Lease Assistance and Five Year Lease Assistance programs but at this time, the Agency has postponed utility allowance reform indefinitely.

#### **3. Year the Activity was Closed Out**

This activity was never implemented.

# Section V: Sources and Uses of MTW Funds

## A. MTW Report: Sources and Uses of MTW Funds

### *Actual Sources of MTW Funding for the Fiscal Year*

|  |
|--|
| <b>Annual MTW Report</b>   |
| <b>V.3.Report.Sources and Uses of MTW Funds</b>  |
| <b>A. MTW Report: Sources and Uses of MTW Funds</b>  |
| <b>Actual Sources and Uses of MTW Funding for the Fiscal Year</b>  |
| <b>PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system</b>  |
| <b>Describe the Activities that Used Only MTW Single Fund Flexibility</b>  |
| <b>HACSB's Local FSS Activity is funded using single-fund flexibility with savings achieved through other MTW activities. HACSB's Career Development Initiatives (CDI) department and its services, which are not a separate MTW activity, and HACSB's conversion of Public Housing units under the Rental Assistance Demonstration (RAD) are also funded using single-fund flexibility.</b> |



## B. MTW Report: Local Asset Management Plan

| V.4.Report.Local Asset Management Plan  |   |
|---|---|
| B. MTW Report: Local Asset Management Plan  |   |
| Has the PHA allocated costs within statute during the plan year?  | <input type="checkbox"/> or <input checked="" type="checkbox"/> No  |
| Has the PHA implemented a local asset management plan (LAMP)?   | <input checked="" type="checkbox"/> Yes or <input type="checkbox"/> |
| If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP. |   |
| Has the PHA provided a LAMP in the appendix?  | <input checked="" type="checkbox"/> Yes or <input type="checkbox"/> |
| <b>An appendix has been including describing HACSB's Local Asset Management Program.</b>  |   |

### C. MTW Report: Commitment of Unspent Funds

In accordance with the instructions provided for this section, MTW agencies are not required to complete this section until HUD issues a methodology for defining reserves, including a definition of obligations and commitments.

| V.5.Report.Unspent MTW Funds   |                     |                 |                 |
|--|---------------------|-----------------|-----------------|
| C. MTW Report: Commitment of Unspent Funds   |                     |                 |                 |
| <p>In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.</p>  |                     |                 |                 |
| Account  | Planned Expenditure | Obligated Funds | Committed Funds |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| Type   | Description         | \$ X            | \$ X            |
| <b>Total Obligated or Committed Funds:</b>   |                     | <b>0</b>        | <b>0</b>        |
| <p>In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.</p>   |                     |                 |                 |
| <p><b>Note :</b> <i>Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.</i></p> |                     |                 |                 |

## Section VI: Administrative

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### A. General Description of HUD Reviews, Audits, or Physical Inspection Issues (Deficiencies) That Require Agency Action

In FY 2015 and 2016 the U.S. Department of Housing and Urban Development's Office of Inspector General (the "OIG") audited certain aspects of the Shelter Plus Care program that is administered, in part, by HACSB. That audit focused on the eligibility of a very narrow group of program participants representing less than 5% of the total vouchers administered by HACSB across its programs. HACSB has fully cooperated with the OIG in the course of this targeted audit and final resolution is pending.

### B. Results of PHA-Directed Evaluations

Term-Limited Lease Assistance Program (Activity 20): HACSB has contracted with Loma Linda University to conduct a longitudinal study for the Five-Year Lease Assistance Program (Activity 20). This study follows participating families through their progress, tracking their goals and accomplishments. In FY 2017, HACSB implemented an additional tracking component that is allowing us to monitor the self-sufficiency related progress of families for up to two years after commencement of housing assistance. The results of this study have been and will continue to be used to adapt and develop the Five-Year Lease Assistance activity.

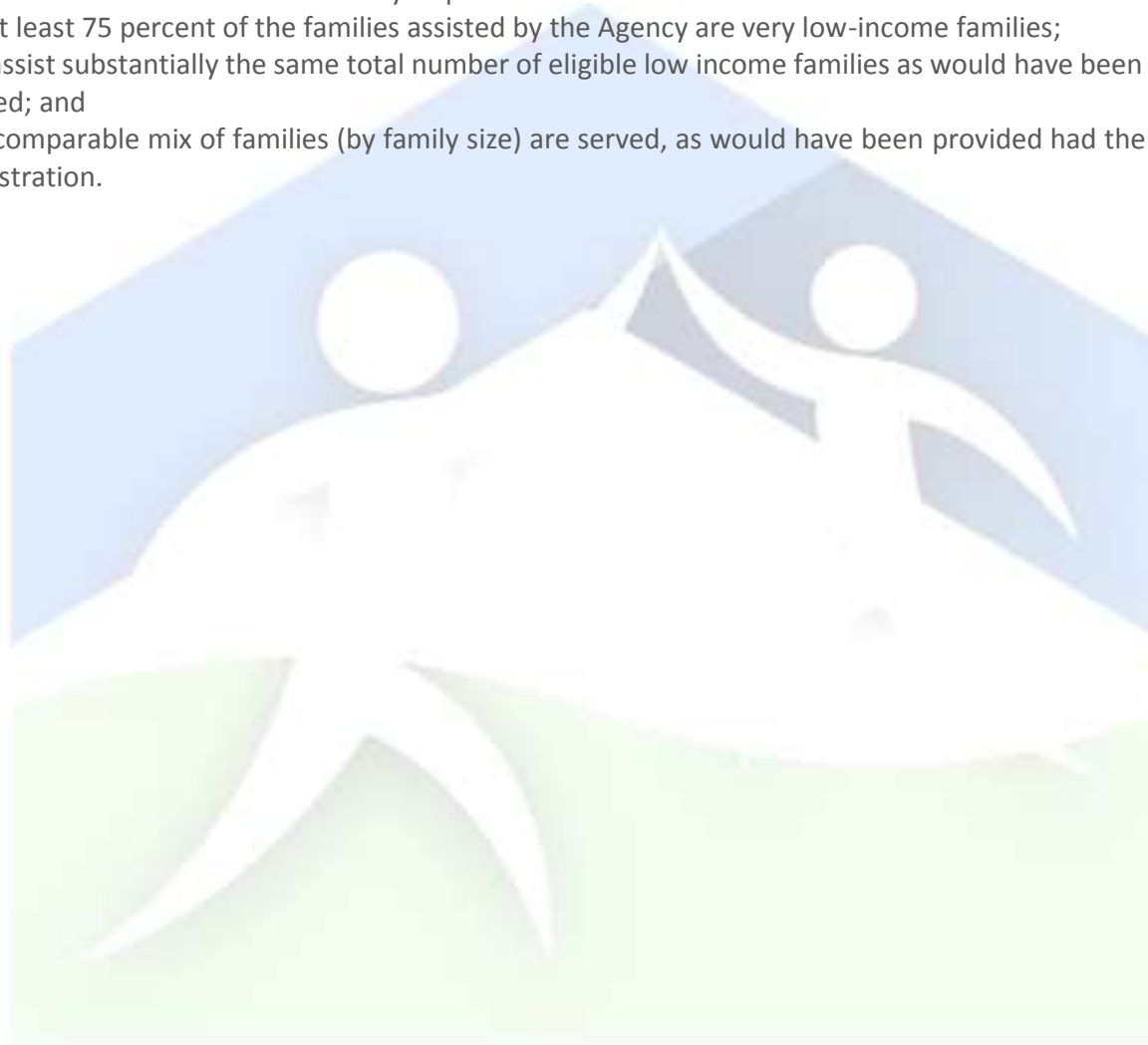
Pilot Work Requirement (Activity 15): In FY 2015 HACSB entered into another contract with Loma Linda University to conduct a longitudinal study and needs assessment for the Pilot Work Requirement (Activity 15). As noted in Section IV of this report, the work requirement at Maplewood Homes was sunset in FY 2016 as a result of the conversion of that site under HUD's Rental Assistance Demonstration program. The longitudinal evaluation component of the study has been discontinued. The results of the needs assessment conducted for individuals residing at Maplewood Homes found that persons under the Pilot Work Requirement activity were typically of better health, were more likely to be employed full-time, and had significantly larger amount of earned income. Information from the study will be used to develop and adapt current and future self-sufficiency related MTW activities.

No Child Left Unsheltered (Activity 23): The 2015 contract with Loma Linda University also includes a longitudinal study to identify the effects of the NCLU Activity on participating families, with focus on family safety and stability, school attendance of children, employment, income, education advancement, self-sufficiency activities, financial choices, use of resources, and other effects on children.

### C. Statutory Requirements Certification

HACSB certifies that it has met the three statutory requirements of:

- 1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income families;
- 2) Continuing to assist substantially the same total number of eligible low income families as would have been served had the amounts not been combined; and
- 3) Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.



# Appendix A: Local Asset Management Plan

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The First Amendment to the Standard MTW agreement executed on May 21, 2009, allowed HACSB to design and implement a local asset management program. The program should include a description of how it is implementing property based management, budgeting, accounting and financial management and any deviations from HUD's asset management requirements. In our FY 2010 MTW Annual Plan, we first described our asset management program and amended it through our FY 2010 MTW Plan – Amendment 3 approved on September 15, 2010. Prior to our designation as an MTW agency, HACSB developed a comprehensive 30 year strategic plan in 2008 that serves as a guiding map in achieving our mission, vision and goals. Some of the goals of our plan include helping our participants achieve self-sufficiency, providing timely housing assistance to needy families, increasing housing options and strengthening our agency, our residents and our community. As good stewards of taxpayer's dollars, we pride ourselves in achieving administrative efficiency while providing the best quality service to the families that we serve. Upon closer examination, we feel that the indirect cost rate methodology will best serve our mission, versus our current fee-for-service methodology. In accordance with the federal Office of Management and Budget (OMB) Circular A-133, we elect to establish a cost allocation methodology to allocate direct and indirect costs and establish an indirect cost rate. The cost allocation plan along with the indirect cost rate is described in detail below and we agree to justify the indirect cost rate established.

HACSB did a detailed examination of our current agency structure including our Central Office Cost Center (COCC) structure and confirmed how intertwined our Central Office was to the agency as a whole. The work done by various departments has resulted in agency wide solutions and it is our combined efforts that will help us achieve our goals. This strengthens the need for an indirect cost rate methodology that allows the flexibility to combine resources and achieve inter-department solutions that are represented as a simple unified solution for the families that we serve and our agency. We wish to keep the funding and administrative processes indistinguishable in the eyes of our customers and hope that our collective efforts at various levels provide the best services, the best support, and the best housing choices for our families. This has led to a centralized effort in many services like information technology, community affairs, administrative services, waiting list and development. Details on some of our departments are provided below -

**Information Services (I.S.)** – Our centralized I.S. department is responsible for the network and server administration, database and software administration, telecommunications and software and report developments for the entire agency. This is done with a dedicated team of four individuals that support 154 agency computers in 10 locations throughout our county. They respond to an average of 50 help desk tickets a week that result in around 20 site visits per week. In addition, in February 2010, we were awarded the competitive BTOP grant to provide high speed technology access to underserved communities. Post grant ending, HACSB has continued to fund these centers, which currently consist of four (4) computer centers that are served by three (3) computer technicians and host 24 personal computers and 16 Apple Mac's. Our IS team provides the necessary technical support and manages the computer centers. Our agency partnered with the Career Institute to provide free career, education and job counseling services at these centers.

**Community Affairs** – Our centralized community affairs department assists in making and strengthening partnerships throughout the County to leverage services and programs to assist our residents in achieving self-sufficiency. These partners include schools, non-profit community organizations, health and human service providers, financial institutions, elected officials, and so forth. Through these efforts, our housing sites are able to sustain services such as child care, financial literacy courses, health services, parenting courses, to name a few examples.

In an effort to outreach to services of greatest need among our residents, in 2010, we partnered with Loma Linda University (LLU) to conduct a detailed needs assessment for one of our Public Housing communities- Maplewood Homes Community (formerly known as Medical Center, 296 units) to determine the appropriate partners that could serve our residents based on resident input and professional analysis. As a result, LLU staff and students will assist with follow up by providing on-site case work management and varying topic workshops in response to the assessment findings.

As monies from the federal government continue to deplete for resident services, HACSB was proactive in 2011 by establishing an affiliate nonprofit K.E.Y.S. (Knowledge Education for Your Success) to support resident and community initiatives and client self-sufficiency activities. The mission of KEYS is to empower low income families in San Bernardino County, to unlock their potential for success. Our efforts are not restricted to resident self-sufficiency, and KEYS is an example of the additional work that we have accomplished to improve the quality of life for our residents.

Specifically, in an effort to improve the quality of life for residents, HACSB acknowledged the serious health issues caused by second hand smoke and partnered with the County Department of Public Health to search for viable solutions. Though our vast efforts of educating our residents on the harmful effects of smoking, and surveying them for their feedback, we have transitioned several of our affordable housing sites to 100% smoke free developments. This was an effort achieved through the strength of our partnership and the educational health resources provided to our residents.

**Administrative Services** – The Administrative Services department assists other offices by providing oversight on matters pertaining to the agency’s compliance with state and federal requirements. As an example, this department works to ensure compliance with annual filings of Statement of Economic Interests, the Brown Act, Public Records Requests, Fair Housing and Americans with Disabilities Act (ADA). An agency-wide Needs Assessment is currently being conducted to ensure compliance with current ADA requirements, which will include input from outside agencies and a plan to address any deficiencies. This department also handles our legal issues and is our liaison between the agency and the legal team.

**Development** – Our centralized Office of Real Estate Development team is responsible for all Real Estate acquisition, rehabilitation, redevelopment and new construction projects. Our dedicated project managers often eliminate the costs associated with outside development and/or construction management consultants. The staff is continuously available to all AMPS as a technical, as well as planning and implementation resource for non-routine maintenance and emergency rehabilitation projects. The Department manages the completion of all Physical Needs



Assessments and due diligence reports for the entire portfolio of HACSB residential developments. This department also oversees all of the Capital Fund improvement and rehabilitation projects within the public housing portfolio and administers all grant funding and debt financing that can be associated. Lately, the development team has been actively involved in implementing energy efficiency projects and in 2010 was awarded a \$1.84 million grant at our Maplewood Homes Community (leverage funds for the CFRC grant). This project is currently under construction. Finally, Development administers a very successful homeownership program that has helped 135 families overcome their barriers and achieve the American dream of owning a home. It is a program utilizing a variety of methods to achieve goals for our clients, including Section 32 (converted public housing), Section 8 Homeownership, and a Community Land Trust.

**Procurement-** Our centralized procurement department is responsible for agency wide contracts enable higher cost savings and fiscal prudence. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized procurement staff to define scopes of work, and ensuring the work is done properly.

### **Local Asset Management Implementation**

**Leadership** - Our local asset management program will be led by a leadership team consisting of representatives from the following departments: housing programs, development, finance, administrative services, human resources, information technology, procurement and community affairs and policy. They will meet on a biweekly basis to review the combined efforts and ensure the agency is striving to achieve its long-term objectives. This team is also responsible for our Strategic Plan and charts the path annually while ensuring significant milestones are met.

**Project-based Management** - We expect that all of our programs, regardless of funding source, to be accountable for project-based management, budgeting, and financial reporting. We apply the same expectation of aligning responsibility and accountability to those services that are managed centrally.

HACSB has been operating under project-based budgeting and accounting practices since 2006. We have developed systems and reports to facilitate the onsite management and analysis of budgets, expenses, rent collection and receivables, and purchasing. In accordance with HUD Asset Management guidance, HACSB decentralized its maintenance program in 2008 and each AMP was assigned maintenance personnel, depending on the size and maintenance requirements of the properties in the AMP. HACSB has a decentralized purchasing model for the acquisition of goods. Sites staff use a simple purchasing system that enables them to be able to purchase goods directly from their pool of vendors while still enabling management staff to track spending habits. While the acquisition of goods is decentralized, the agency has adopted a hybrid approach to the acquisition of its services. Centralized duties include the oversight of the contract needs of the sites, management of the bid process, vendor communication, and contract compliance. The sites are responsible for scheduling work, approving invoices, working with the centralized procurement staff to define scopes of work, and ensuring the work is done properly.

**Cost Allocation Approach** - Under OMB Circular A-87, there is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, it is essential that each item of cost be treated consistently in like circumstances, either as a direct or an indirect cost. Consistent with OMB Circular A-87 cost principles, HACSB has identified all of its direct costs and segregated all its costs into pools, as either a direct or an indirect cost pool.

**Direct Costs** - OMB Circular A-87 defines direct costs as follows: Direct costs are those that can be identified specifically with a particular final cost objective. HACSB's direct costs include, but are not limited to:

- Contract costs readily identifiable with delivering housing assistance to low-income families.
- Housing Assistance Payments, including utility allowances, for vouchers
- Utilities
- Insurance
- Property-based audits
- Staff training
- Interest expense
- Information technology fees
- Portability administrative fees
- Rental Assistance department costs for administering Housing Choice Vouchers including inspection activities
- Operating costs directly attributable to operating HACSB-owned properties
- Fleet management fees
- Maintenance services for unit or property repairs or maintenance
- Maintenance services include, but are not limited to, landscaping, pest control, decorating and unit turnover
- Community Services department costs directly attributable to tenants services
- Gap financing real estate transactions
- Acquisition costs
- Demolition, relocation and leasing incentive fees in repositioning HACSB-owned real estate
- Homeownership activities for low-income families
- Leasing incentive fees



- Certain legal expenses
- Professional services at or on behalf of properties or a portfolio, including security services
- Extraordinary site work
- Any other activities that can be readily identifiable with delivering housing assistance to low-income families
- Any cost identified for which a grant award is made. Such costs will be determined as HACSB receives grants

**Indirect Costs** - OMB Circular A-87 defines indirect costs as those (a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. HACSB's indirect costs include, but are not limited to:

- Executive
- Communications
- Certain legal expenses
- Development
- Finance
- Purchasing
- Human Resources
- Housing Finance and Asset Management
- Administration staff and related expenses of the Housing Operations and Rental Assistance Departments that cannot be identified to a specific cost objective.

**Indirect Services Fees** - HACSB has established Indirect Services Fees based on anticipated indirect costs for the fiscal year. Any indirect costs incurred by HACSB in support of its projects and programs will be incurred by the Central Office Cost Center (COCC) and charged out to the programs in the form of a fee. The four fees are:

- Asset Management Fees
- Management Fees
- Bookkeeping Fees

**Asset Management Fees** – This fee was described in Plan Year 2010 and was modified through our third amendment to the FY 2010 MTW Annual Plan. The Asset Management Fee uses our fungibility to transfer funds among AMPS and allows us to charge an asset management fee, regardless of whether a project has excess cash. The COCC will continue to charge the Asset Management to the AMPS at the HUD’s determined rate of \$10 per ACC unit

**Management Fees** – The COCC will continue to charge the Management Fee at the HUD’s determined rate of \$70.64 per units leased to the AMPS and 20% of Administrative Fees for Housing Choice Voucher program.

**Bookkeeping Fees** - The COCC will continue to charge the Bookkeeping Fee at the HUD’s determined rate of \$7.50 per unit leased to the AMPS and the Housing Choice Voucher program.

Per the requirements of OMB Circular A-87, the indirect services fees are determined in a reasonable and consistent manner based on total units and/or leased vouchers. The fees are calculated as a per-housing-unit or per-leased-voucher per month charged to each program. HACSB will annually review all of its indirect service fees charges in relation to actual indirect costs and will incorporate appropriate adjustments in indirect service fees for the subsequent year, based on this analysis.

**Differences between HUD Asset Management and HACSB LAMP** - Under the First Amendment, HACSB is allowed to define costs differently than the standard definitions published in HUD’s Financial Management Guidebook pertaining to the implementation of 24 CFR 990. HACSB is required to describe in this MTW Annual Plan differences between our Local Asset Management Program and HUD’s asset management program. Below are the three key differences:

- HACSB determined to implement an indirect service fee that is much more comprehensive than HUD’s asset management system. HUD’s asset management system and fee for service is limited in focusing only on a fee for service at the Low Income Public Housing (LIPH) property level. HACSB’s LAMP is much broader and includes local housing and other activities not found in traditional HUD programs. HACSB’s LAMP addresses the entire HACSB operation.
- HUD’s rules are restrictive regarding cash flow between projects, programs, and business activities. HACSB intends to use its MTW resources and regulatory flexibility to move its MTW funds and project cash flow among projects without limitation and to ensure that our operations best serve our mission, our LAMP cost objectives, and ultimately the low-income people we serve.
- HACSB charges an Asset Management Fee to all AMPS regardless of excess cash by each AMP by the use of our fungibility.






**FDS Reporting** – HACSB will continue to report on the HUD’s established deadlines following the same format as previous years using the Asset Management with COCC/ elimination.

# Appendix B: Non-MTW Related Information

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## Special Purpose Programs –

In addition to the MTW Voucher Program, HACSB administers other voucher programs and special programs, such as Mainstream, HOPWA, VASH and Continuum of Care Rental Assistance.

-  **Mainstream** – This program is designed to provide rental assistance to persons with disabilities to enable them to lease affordable private housing of their choice. At the end of FY 2017, we were providing assistance to 90 families through this program.
-  **Housing Opportunities for Persons with AIDS (HOPWA)** - HACSB has partnered with Foothill Aids Project to offer rental assistance and supportive services to persons diagnosed with HIV/AIDS. The Foothill AIDS Project assesses the applicant’s duration of participation in their case management program and facilitates location of suitable housing to meet their clients’ needs. At the end of FY 2017, we were providing assistance to 35 families through this program.
-  **Veteran’s Affairs Supportive Housing (VASH)** - HACSB and Veterans Administration Medical Center have partnered to provide rental vouchers and supportive services to eligible homeless veterans with severe psychiatric or substance abuse disorders. The program goals include promoting maximal Veteran recovery and independence to sustain permanent housing in the community for the Veteran and the Veteran’s family. At the end of FY 2017, we were providing assistance to 377 families through this program.
-  **Master Leasing Program** – This program is funded by State of California Mental Health Services Act funds and serves mentally ill or developmentally disabled families with emergency shelter housing. Case management and comprehensive support services are provided for residents participating in this program. At the end of FY 2017, we were providing assistance to 16 families through this program.
-  **Continuum of Care Permanent Supportive Housing Programs** – Formerly known as Shelter Plus Care Program (S+C) provides rental assistance for hard-to-serve chronically homeless persons with disabilities in connection with supportive services funded from sources outside the program. HACSB currently administers the following Continuum of Care Rental Assistance :
  - **Stepping Stones** - This program provides rental assistance for hard to serve chronically homeless individuals and families with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). Under this program, HACSB provides the housing services based on eligible referrals from the Coordinated Entry System (CES) and the

Department of Behavioral Health (DBH), matches the housing funds by providing supportive services. At the end of FY 2017, we were providing assistance to 37 families through this program.

- ***New Horizons*** – This program provides rental assistance for hard to serve persons with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). This is an ongoing program, and all turnover vouchers focus on providing housing to chronically homeless households. Under this program, HACSB provides the housing services based on eligible referrals from CES and DBH matches the housing funds by providing supportive services. At the end of FY 2017, we were providing assistance to 173 families through this program.
- ***Laurelbrook Estates*** – This program assists chronically homeless individuals or families and is a Project Based voucher subsidy tied to designated scattered sites throughout the County of San Bernardino. The supportive services are offered through the Department of Behavioral Health. At the end of FY 2017, we were providing assistance to 25 families through this program.
- ***Project Gateway*** – HACSB formed a partnership with Ontario Housing Authority, Mercy House Living Centers Inc. and Department of Behavioral Health (DBH) to provide permanent housing in conjunction with long term supportive services including mental health care, employment, self-sufficiency etc. to our homeless community. At the end of FY 2017, we were providing assistance to 12 families through this program.
- ***Cornerstone*** - This program implemented in 2012, and provides rental assistance for hard to serve chronically homeless individuals and families in connection with supportive services funded through the Department of Behavioral Health (DBH). HACSB provides the housing services based on eligible referrals from CES and DBH matches housing funds by providing supportive services. At end of FY 2017, we were providing assistance to 25 families through this program.
- ***Whispering Pines*** - This program implemented in 2012, and provides rental assistance for hard to serve chronically homeless individuals and families in connection with supportive services funded through the Department of Behavioral Health (DBH). HACSB provides the housing services based on eligible referrals from CES and DBH matches housing funds by providing supportive services. At the end of FY 2017, we were providing assistance to 11 families through this program.
- ***Lantern Woods*** - This program implemented in 2012 and is a Project Based voucher subsidy tied to designated sites in the County of San Bernardino. The supportive services are offered through the Department of Behavioral Health for chronically homeless individuals and families. At the end of FY 2017, we were providing assistance to 16 families through this program.

## HACSB College Scholarship Program

For 26 years, the Housing Authority has been proud to assist eligible participants in achieving their higher education goals through scholarships. Current participants/residents in Housing Choice Voucher programs, Public Housing programs, or other HACSB affordable housing communities are eligible to apply. Students need to be accepted by or currently attending a four-year college/university, community college, or technical/vocational school. Students attending a four-year college or university receive a \$1,500 scholarship while community and technical/vocational students receive a \$750 scholarship. The Housing Authority uses non-public funds to promote educational success among their participants.

In 2017 seven students were awarded scholarships to assist them with their college expenses. The recipients are attending one of the following colleges/universities: California State University San Bernardino, California State Polytechnic University, Pomona, Alabama A & M University, Prairie View A & M, California State University Fullerton, University of Redlands, and University of California, Riverside. Their areas of study include majors such as: English, Business, Kinesiology, Biology, Animal Science, E-Business, Operations Management, and Sociology.

## Knowledge & Education for Your Success (KEYS)

KEYS is a 501(c)(3) nonprofit corporation created in 2009 by HACSB to consolidate HACSB's array of supportive services, centralize strategic community partnership development, and to provide additional support and services for economically disadvantaged families and children. The development of KEYS created a unique opportunity to utilize non-traditional, non-PHA funding sources to bring additional resources not only to the clients that HACSB serves, but to be able to spread resources to those in need, not directly served by HACSB, subsequently assisting HACSB in achieving our mission of *empowering all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.*

The mission of KEYS is to empower low-income individuals and families in San Bernardino County and to unlock their potential for success. KEYS is committed to a community where individuals and families can lead meaningful and empowered lives and pass that legacy to future generations.

Over the past fiscal year, KEYS has focused on some of the county's families in greatest need. In January 2015, in partnership with HACSB and the San Bernardino County Transitional Assistance Department (TAD), KEYS launched the Housing Support Program (HSP), a Rapid Rehousing program based on national best practices to rapidly transition eligible homeless families with children back into permanent housing. The Housing Support program was followed by the launch of two additional Rapid Rehousing programs called Keys for Success (KFS) and Keys for Life (KFL) through U.S. Department of Housing and Urban Development's Continuum of Care aimed at serving homeless individuals and families that need housing and intensive case management up to 24 months. KEYS has utilized its experience with the SSVF program and housing navigation to rapidly identify and secure permanent housing for families. As part of the ongoing support of the families (up to 6 months) and to ensure stabilization KEYS utilizes



its Family Strengthening casework model to ensure resources and tools are in place for the family to maintain their housing over time and increase economic independence.

KEYS continues to focus on a “collective impact” strategy which aligns with a county wide approach.

Together KEYS, HACSB, and our many community partners are working diligently to change the trajectory for families living in poverty and provide a safe and unique environment to help them thrive and become self-sufficient.

## Other Affordable Rental Housing

HACSB owns 1,200 Non-HUD units, including 5 commercial units (Frankish Building). Many of those units are affordable as a result of public funds, such as HOME and Redevelopment Housing Set-Aside funds. For more information please refer to the Authority Owned Housing Stock under the Housing Stock Information in Section II: General Housing Authority Operating Information of this report.

**Affiliate Non-Profit** – Housing Partners I, Inc. (HPI, Inc.) was created in 1991 to develop, own, and manage affordable housing as an affiliate non-profit of HACSB. HPI, Inc.’s designation as a Community Housing Development Organization (CHDO) allows it to apply for and receive HOME funds from the County of San Bernardino, Department of Community Development and Housing and other cities for the acquisition, development and rehabilitation of housing units. With over 20 years of housing development experience behind it, HPI, Inc. provides HACSB the means with which to leverage a variety of public as well as private funding sources to continue to increase the supply of affordable housing throughout the county of San Bernardino.

In 2015 HPI broke ground on the Horizons at Yucaipa development, a new construction affordable senior project that was completed in March 2017. HPI also acquired a 25-unit development in the City of Loma Linda for homeless and affordable Veteran Housing, providing much need supportive services to Veterans living on site. HPI also entered into a partnership with META Housing Corporation to construct and operate an 85-unit new construction affordable housing development for veterans, called Veterans Village. This development, also located near the Loma Linda VA hospital, will provide affordable housing and onsite supportive housing to Veterans and their families and is currently under construction.

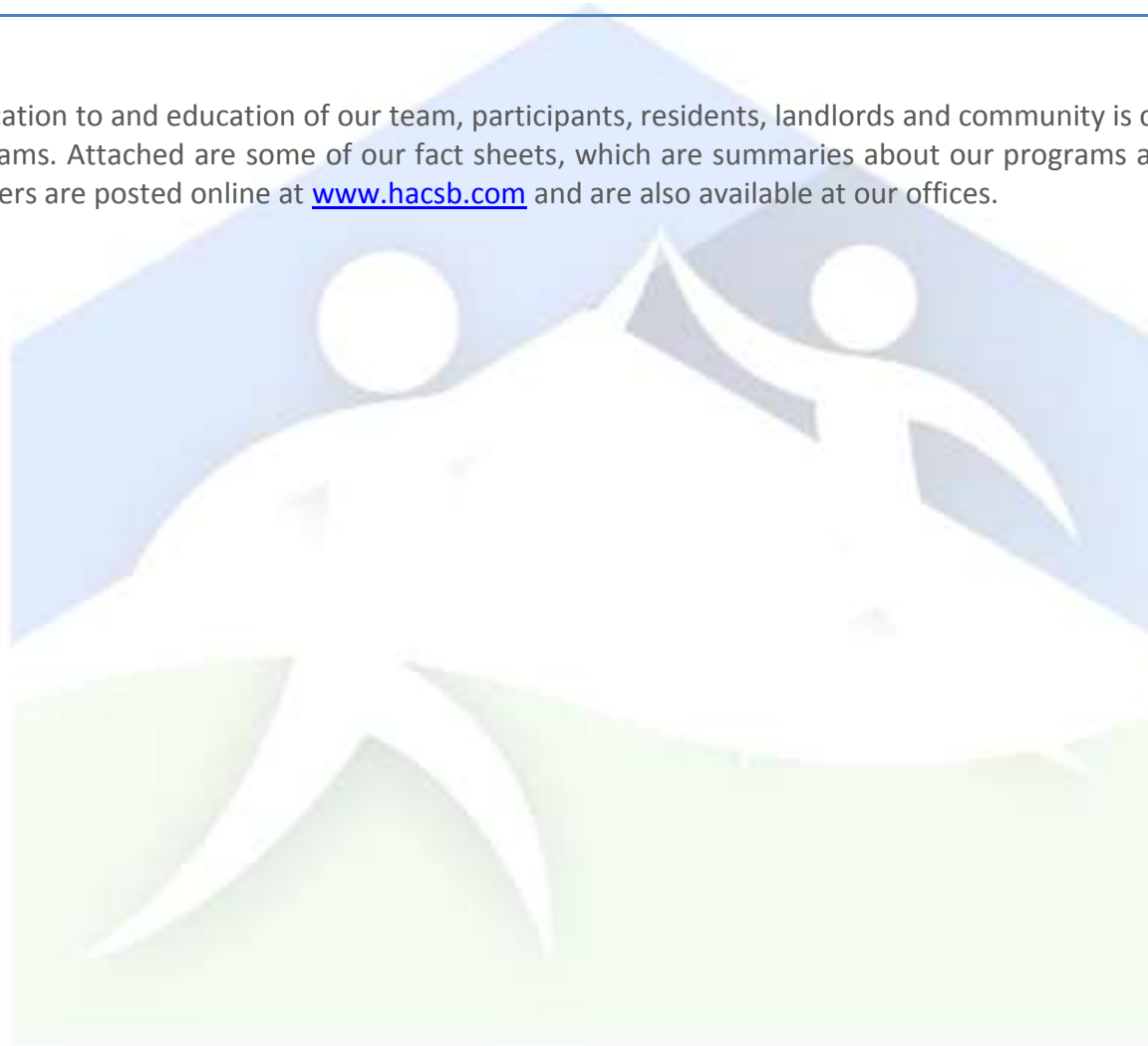
HPI Property Acquisitions LLC is an HPI, Inc. controlled entity that owns 241 units throughout the County of San Bernardino. HPI Inc. and its affiliates own a total of 654 units, detailed in the list below.

| <b>Affiliate Non-Profit</b>   |  |              |                              |
|-------------------------------|--|--------------|------------------------------|
| <b>Property Name</b>          | <b>City</b>  | <b>Units</b> | <b>Entity</b>                |
| Acacia Property               | Fontana  | 28           | HPI Property Acquisition LLC |
| Desert Village                | Victorville  | 46           | HPI Property Acquisition LLC |
| Chehalis Property             | Apple Valley   | 30           | HPI Property Acquisition LLC |
| Kendall Drive Apts.           | San Bernardino   | 37           | HPI Property Acquisition LLC |
| Kendall Park Apts.            | San Bernardino   | 52           | HPI Property Acquisition LLC |
| Robert O. Townsend            | Montclair  | 48           | HPI Property Acquisition LLC |
| Phoenix Apartments            | San Bernardino   | 7            | HPI Wall Avenue LLC          |
| Vista del Sol                 | Redlands   | 71           | HPI, Inc. Portfolio          |
| Scattered Sites –<br>Region 1 | Loma Linda, Redlands, Yucaipa,<br>Bloomington, Colton, Fontana,<br>Rancho Cucamonga      | 97           | HPI, Inc. Portfolio          |
| Scattered Sites –<br>Region 2 | Ontario, Montclair, Chino  | 107          | HPI, Inc. Portfolio          |
| Scattered Sites –<br>Region 3 | Adelanto, Apple Valley, Hesperia,<br>Victorville, Joshua Tree, 29 Palms,<br>Yucca Valley | 131          | HPI, Inc. Portfolio          |
| <b>TOTAL UNITS</b>            |  | <b>654</b>   |                              |

# Appendix C: Fact Sheets

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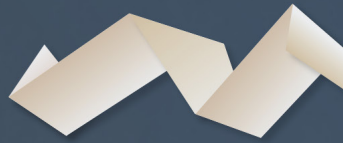
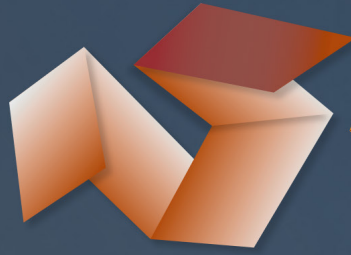
At HACSB, communication to and education of our team, participants, residents, landlords and community is critical to the success of our innovative programs. Attached are some of our fact sheets, which are summaries about our programs and services. These fact sheets and many others are posted online at [www.hacsb.com](http://www.hacsb.com) and are also available at our offices.







HOUSING AUTHORITY  
COUNTY  
OF SAN BERNARDINO



## HACSB Programs & Services Overview

# FACT SHEET



# HOUSING AUTHORITY

OF THE COUNTY OF

# SAN BERNARDINO

## Who We Are

The Housing Authority of the County of San Bernardino (HACSB) is one of the most progressive housing authorities in the Country and also the largest provider of affordable housing in San Bernardino County. HACSB proudly owns and/or manages programs with approximately 12,500 housing units and vouchers combined to serve approximately 30,000 people, most of whom are seniors, individuals with disabilities, veterans, and children.

Housing that is affordable is necessary for families of all income ranges, and HACSB is committed to providing both traditional affordable housing assistance as well as mixed-income housing that complements existing communities. Below are the three programs HACSB manages and /or administers:

## Public Housing Program

These housing units are HACSB owned and managed throughout various affordable housing communities in San Bernardino County. Program residents live at these designated housing sites and the housing assistance is tied to the unit.

## Voucher Rental Assistance Programs

These housing units are privately owned by landlords in the community. Program participants rent from private landlords and HACSB pays the rental subsidy to the owner on the participants' behalf.

## Authority-Owned Units

These HACSB owned housing units were either acquired or developed through various partnerships.

## Moving to Work

As a non-traditional housing authority, the agency's success is a result of the business approach to strategic planning and delivery of services. As a high-performing and innovative agency, in 2008, HACSB received the Moving to Work (MTW) designation by Congress and the U.S. Department of Housing and Urban Development (HUD). This designation provides HACSB with the flexibility to waive some HUD program requirements and develop local policies that are best suited for the various communities in San Bernardino County.

As a result, HACSB has transformed its agency by executing innovative initiatives based on the three key MTW objectives: saving taxpayer dollars through efficient work; helping families achieve economic independence; and ensuring a family's freedom of housing choice.

The table below highlights the changes HACSB has implemented as a result of being an MTW agency; efforts that transitional Housing Authority may not necessarily be able to

Years of Service  
**75**  
Housing Authority

accomplish. Currently there are 39 designated MTW agencies out of 3,200 housing authorities nationwide.

These activities have resulted in positive outcomes related to the three MTW objectives for HACSB and the families we serve. In FY 2016, the following outcomes were achieved as a result of changes made with MTW flexibility:

- Total cost savings from all MTW activities:

#### Administrative Efficiencies

|                               |                                      |
|-------------------------------|--------------------------------------|
| Single Fund Budget            | Local Asset Management Program       |
| Strategic Investment Policies | Operating Subsidy for Vista del Sol  |
| Alternate Assessment Program  | Property Management Innovation       |
| Biennial Recertifications     | Utility Allowance Reform             |
| Local Verification Policies   | Streamlined Lease Assistance Program |
| Elimination of Assets         |                                      |
| Controlled Program Moves      |                                      |
| Local Inspection Standards    |                                      |

#### Economic Independence

|   |                                       |
|---|---------------------------------------|
| Local Policies for Portability            | Term Limited Lease Assistance Program |
| Elimination of Earned Income Disallowance | No Child Left Unsheltered             |
| Minimum Rent                              | Transition for Over-Income Families   |
| Local Income Inclusion                    | Pilot "Work" Requirement              |
| Local FSS program                         |                                       |

#### Expanding Housing Choice

|                                     |  |
|-------------------------------------|--|
| Local Project-Based Voucher Program | Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing |
| Local Payment Standards             |  |

**\$831,570\***

- Staff time savings from all MTW activities: **29,296** staff hours\*
- Average earned income for families participating in the Streamlined Lease Assistance Program increased by 10%, and

the number of families receiving TANF decreased by **2.3%** in the two years since implementation.

- **42%** of families who were paying the HACSB minimum rent of \$125 have increased their income and are now supporting an average rent of \$319.
- The number of families leasing in areas of poverty and/or minority concentration has decreased by **7%** as a result of the Local Payment Standards activity.

\* As compared to the baseline year for each activity.

### More than Just Housing

HACSB also works to provide families with the resources and skills necessary to transition off of government-assisted programs and into economic independence. As a reflection of its mission and service philosophy, HACSB coupled supportive services with various MTW initiatives such as term limits, rent reform such as minimum rent increases, and others. Initiatives such as these insure greater personal accountability for the families while providing meaningful services to help them achieve economic self-sufficiency.

### Resources and Support

HACSB's Career Development Initiatives Team helps families with career mentoring; resume building; overcoming barriers to employment; financial literacy/capability skills, such as budgeting and credit/asset building; and other employment development services.

The partnership with the San Bernardino County Workforce Development Department (WDD) provides on-site Workforce Development Specialists (WDS) who work exclusively with HACSB customers, particularly term-limited families. Since 2013, the WDD and HACSB staff have performed approximately 500 job placements with wages ranging from \$9 to \$23.50 per hour. HACSB

and WDD also established the Youth Employment Program for 16- to 24-year-olds to take advantage of up to six months of subsidized employment experience.

Mutual customers have access to the county's Transitional Assistance Department (TAD) Programs and Supportive Services and are specifically targeted for the CalWORKS Youth Employment Program and the CalWORKS Subsidized Employment Program for adults. Services are also better aligned where HACSB provides housing support and coaching while TAD offers job training, placement opportunities, and supportive services, such as transportation assistance, paid child care, and assistance with work-related and education costs.

Over the past 25-years through HACSB's Annual Scholarship Program, HACSB has awarded 285 students attending colleges, universities, and technical/vocational schools with \$208,750 in scholarships.

HACSB program participants can take advantage of HACSB's Homeownership Assistance Program, which since its inception in 2000 has helped 219 families achieve homeownership. Since 2009, this program has ranked among the top in the nation in creating new homeowners each year.

Staff make direct referrals to over 50 partner agencies to provide program participants with vocational training, ESL classes, financial literacy education, parenting classes, mental health services, support groups, and small business development classes.

## HOUSING AUTHORITY

of the County of San Bernardino  
by the numbers:

**1,905**  
Authority-owned units throughout  
41 developments in 16 cities

**15**  
public housing developments in 9 cities

**50+**  
community and government partners

**29,988** residents/participants housed,  
making up 1.6% of the county's population

**11,862**  
families housed

**6,059**  
individuals with  
disabilities housed

**216**  
clients became new  
homeowners since 2000

**11,860**  
children 18 years  
and younger housed

**3,401**  
seniors 62 years  
and older housed

**609**  
public housing units for  
1,675 individuals

**285**  
scholarship recipients since 1991

**10,603**  
vouchers for 27,103 individuals

**52,330**  
applicants on various waiting lists

**\$115.6 million**  
infused into the county's economy  
during fiscal year 2015-16

**\$76.7 million**  
paid to nearly 4,000 landlords  
for housing assistance

**\$8.6 million**  
paid to 700 vendors for various  
programs and services

**\$3.8 million**  
spent on rehabilitation, construction  
and acquisition of housing units

**121**  
employees across 16 offices



MARCH  
**2017**

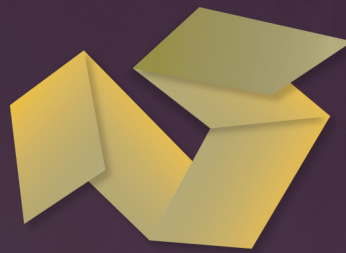
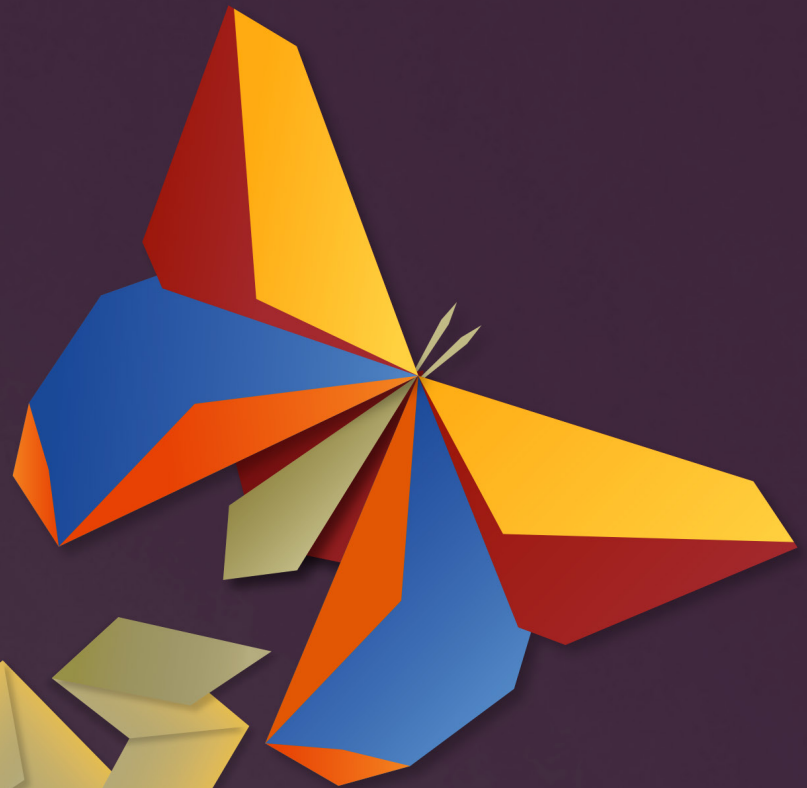
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HOUSING AUTHORITY  
COUNTY  
OF SAN BERNARDINO



## Term-Limited Lease Assistance Program

# FACT SHEET

# TERM-LIMITED LEASE ASSISTANCE

## PROGRAM

In April 2017 families participating in the Term-Limited Lease Assistance Program will begin to reach their end of term, and the housing assistance and supportive services they receive will conclude. HACSB is closely monitoring these families and taking steps to prepare them for the transition.

## OUTCOMES FROM YEAR FOUR

### Income and Employment

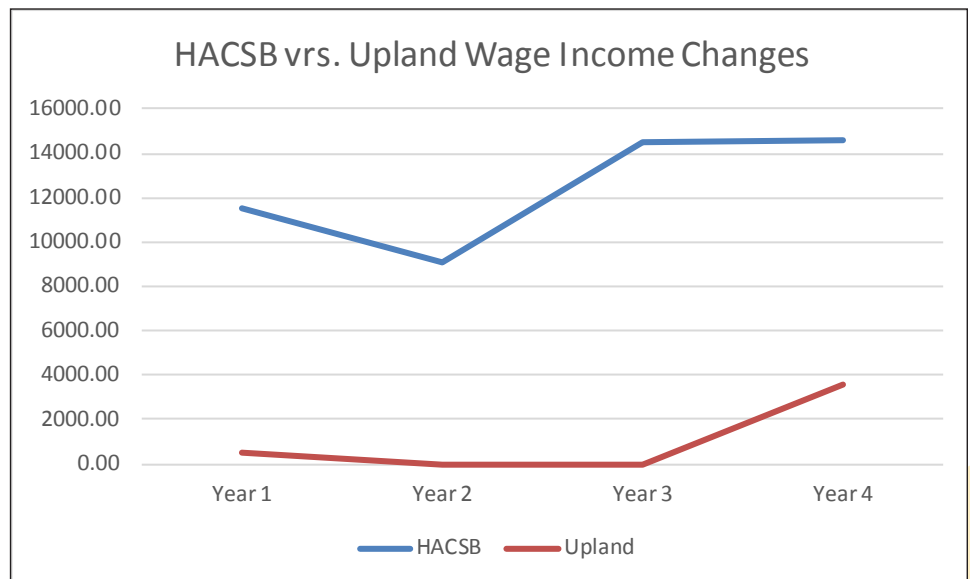
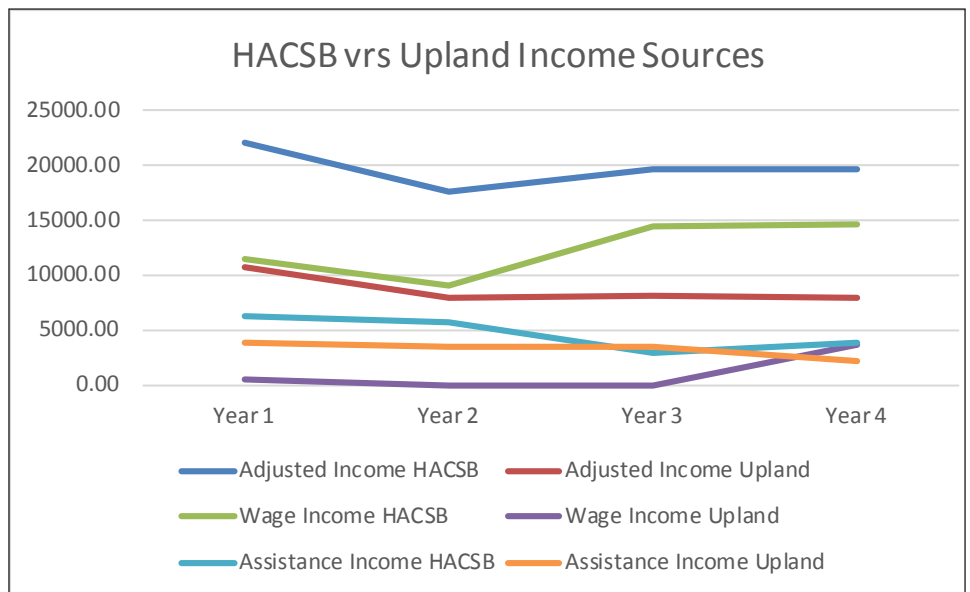
- Average Household Income: **\$23,108**
- Average Household Earned Income: **\$15,469**  
(\$22,598 for families with earned income)
- Families with Earned Income: 68.5%
- Changes from year 1 to year 4:
  - **21.5%** Increase in income from wages
  - **37%** Decrease in income from welfare
  - **18.9%** Increase in full-time employment
  - **13.4%** Decrease in unemployed

### Education

- Decrease in families without high school diploma (year 1 to year 4): **35.5%**
- Increase in undergrad degrees: **5.1%**

### Early Exits

- Total exits between years 1-4: **38.9%**
- On Average 11-20% of families exit by the second year, 27-36% of families exit by year 3
- In comparison to current families, early exiting families have (excluding families exited for policy violations):
  - Higher Total and Wage income
  - More likely to have full time employment (with health benefits)



# FIVE-YEAR LEASE ASSISTANCE PROGRAM

Established in 2012, the Five-Year Lease Assistance Program is designed to help families achieve economic independence while they receive five years of housing assistance through the Housing Choice Voucher program. The program integrates case management and supportive services during the term of assistance to help participating families advance personally and professionally in order to be better equipped to achieve economic self-sufficiency. Innovative programs like this are vital to addressing the growing need for affordable housing in our communities and made possible given our special Congressional designation under the Moving to Work demonstration program.

## FIFTH YEAR ACTIVITY

During their final year of assistance, communications with the family and landlord take place more frequently, ensuring that the family is aware of the approaching conclusion of assistance and has the opportunity to communicate any new challenges to their CDI caseworker. As the graduation date approaches, the family is also provided with the opportunity to request a hardship exemption for a temporary extension of assistance.

HACSB is also giving special attention to families that may be unprepared for leasing without assistance. Beginning at 18 months prior to the conclusion of assistance, these families receive additional intensive case management and support, including required monthly check-ins with their caseworker, a reassessment of the family's goal plan to address remaining challenges, and further support through HACSB partnerships such as with San Bernardino County Transitional Assistance Department and Workforce Development Department to help the family achieve stable employment.

### Families in the Fifth Year

61.1% of families remained in the program for a fifth year

- 16.7% of these families have incomes that are > 50% AMI and **Ready to Exit**
- 51.1% of these families have incomes between 30-50% AMI, full time employment and are **Close to Exiting**
- 32.2% are under employed and **Not Yet Ready to Exit**
  - The majority have education levels that can lead to sustainable employment (HS degree or higher).
  - 45% (or 70 families) do not have a HS degree of higher, are still receiving significant welfare support and have not improved their income over the four years.

### Comparison to Upland Voucher Program

Given the positive improvements in income from the HACSB program, and paralleled local area economic improvement, it was necessary to determine whether the HACSB economic improvement were unique to the five year program, or a function of area economic improvement. Hence a comparison to the Upland Voucher program. This program does not have a term limit or the additional supports seen in the HACSB five year program.

- 153 Upland families were compared to the 1650 HACSB families within the same timeframe (2012–2016)
- Year 4 median annual Wage Income for HACSB families was \$14,615 in comparison to Upland's \$3,600
- HACSB showed a 26.7% increase in wage income from year 1 to 4 in comparison to Upland's 19.7% increase.
- HACSB increased the number of families with Earned Income by 9.0% in comparison to Upland's increase of 6.0%.

### Hardship Exceptions

HACSB recognizes that families nearing the commencement of assistance may face unforeseen challenges that delay their preparedness for self-sufficiency. To provide a safety net for families working along their goal

path to achieve self-sufficiency, HACSB has developed two hardship exceptions to the term limit. Families may apply for an extension in one of the following categories:

#### UNFORESEEN LOSS OF INCOME:

This exception will apply to families experiencing an unforeseen loss of income, such as loss of employment, within the last three months of participation. This one-time exception will provide six additional months of assistance.

#### COMPLETION OF ACTIVITY RELATED TO SELF-SUFFICIENCY:

This exception will apply to families who need additional time to complete a self-sufficiency goal identified in their ITSP. The family must be actively working toward meeting the goal at the time the exception is requested, and the goal must be achievable within the term of the extension. For example, a family may be granted an exception to complete the final year of a four-year degree program. This one-time exception will provide up to two years of additional assistance.

### FUTURE MONITORING

HACSB is implementing a voluntary survey system that will allow us to continue monitoring the family for up to two years after the conclusion of assistance. The annual survey will collect information about the family's education/training and employment status, household income, housing status, and other factors. Participating families will receive a monetary incentive for completing each survey. The information will allow HACSB to assess the impacts of the Term-Limited Lease Assistance Program on families post-assistance, and to make modifications to the program as needed.





JANUARY  
**2017**

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# Appendix D: Summary of MTW Activities

| ACTIVITY    | DESCRIPTION  | STATUTORY OBJECTIVE             | PLAN YEAR(S)        | STATUS                         |
|-------------|--|---------------------------------|---------------------|--------------------------------|
| Activity 1  | Single Fund Budget   | Administrative Efficiency       | FY 2009             | Implemented                    |
| Activity 2  | Strategic Investment Policies  | Administrative Efficiency       | FY 2009             | Implemented                    |
| Activity 3  | Alternate Assessment Program   | Administrative Efficiency       | FY 2009             | On Hold                        |
| Activity 4  | Biennial Recertifications  | Administrative Efficiency       | FY 2009, FY 2012    | Implemented                    |
| Activity 5  | Local Verification Policies  | Administrative Efficiency       | FY 2009             | Implemented                    |
| Activity 6  | Elimination of Assets  | Administrative Efficiency       | FY 2009             | Implemented                    |
| Activity 7  | Controlled Program Moves   | Administrative Efficiency       | FY 2009             | Implemented                    |
| Activity 8  | Local Policies for Portability   | Economic Independence           | FY 2009, FY 2010    | Implemented                    |
| Activity 9  | Elimination of Earned Income Disallowance                                | Economic Independence           | FY 2009             | Implemented                    |
| Activity 10 | Minimum Rent   | Economic Independence           | FY 2009             | Implemented                    |
| Activity 11 | Local Project-Based Voucher Program                                      | Expanding Housing Opportunities | FY 2009, FY 2011    | Implemented                    |
| Activity 12 | Local Payment Standards  | Expanding Housing Opportunities | FY 2009, FY 2012    | Implemented                    |
| Activity 13 | Local Inspection Standards   | Administrative Efficiency       | FY 2010             | Implemented                    |
| Activity 14 | Local Asset Management Program   | Administrative Efficiency       | FY 2010             | Implemented                    |
| Activity 15 | Pilot Work Requirement   | Economic Independence           | FY 2010             | Implemented                    |
| Activity 16 | Operating Subsidy for Vista del Sol                                      | Expanding Housing Opportunities | FY 2010             | Closed Out                     |
| Activity 17 | Local Income Inclusion   | Economic Independence           | FY 2011             | Implemented                    |
| Activity 18 | Property Management Innovation   | Administrative Efficiency       | FY 2011             | Implemented                    |
| Activity 19 | Local FSS program  | Economic Independence           | FY 2011             | Implemented                    |
| Activity 20 | Term-Limited Lease Assistance Program                                    | Economic Independence           | FY 2011, FY 2015    | Implemented                    |
| Activity 21 | Utility Allowance Reform   | Administrative Efficiency       | FY 2012             | Closed Out - Never Implemented |
| Activity 22 | Streamlined Lease Assistance Program                                     | Administrative Efficiency       | FY 2013             | Implemented                    |
| Activity 23 | No Child Left Unsheltered  | Economic Independence           | FY 2014             | Implemented                    |
| Activity 24 | Transition for Over-Income Families                                      | Economic Independence           | FY 2014             | Implemented                    |
| Activity 25 | Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing | Expanding Housing Opportunities | FY 2016             | Implemented                    |
| Activity 26 | Local Disaster Short-Term Rental Assistance                              | Expanding Housing Opportunities | FY 2017 Amendment 1 | Not Yet Implemented            |