



HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

Building Communities, Changing Lives

80 1941 · 2021
YEARS

2020 Moving to Work ANNUAL REPORT

Housing Authority of the County of San Bernardino



*Building Communities
Changing Lives*

MTW DESIGNATED AGENCY



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COUNTY OF SAN BERNARDINO

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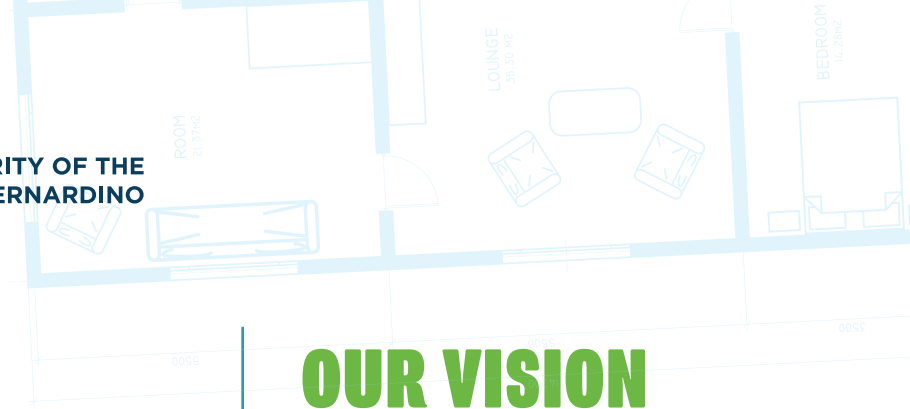
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Pinedo**



Bobby Tarango



HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO



OUR MISSION

The Housing Authority of the County of San Bernardino 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

The Housing Authority of the County of San Bernardino is committed to creating a world in which all people have a stable and enriched quality of life.

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 and seniors can enjoy a high quality of life.

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 to 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

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Section I: Introduction

In 2021, the Housing Authority of the County of San Bernardino (HACSB) will celebrate eighty years of proudly serving individuals and families as a leading provider of affordable housing in the County of San Bernardino. HACSB was formed in 1941 to address the housing needs of some of the County's most vulnerable. Providing decent, safe, and sanitary housing helped to improve the living conditions of hundreds of families. Today, HACSB serves more than 30,000 people, most of whom are seniors, disabled individuals, and children, through programs and services that embody our Mission, Vision, and Values.

Mission

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

Vision

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

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.

The Moving to Work Demonstration Designation

The County of San Bernardino is the largest in the contiguous United States, consisting of 24 cities and covering over 20,000¹ square miles of land, and with a population of more than 2.17 million individuals. The families who call San Bernardino County home are as diverse as its landscapes of mountain, desert, and valley. Providing meaningful support to families requires flexibility that is unavailable through traditional housing assistance programs. HACSB's Moving to Work designation allows us to craft solutions tailored to the unique challenges of the families and communities we serve.

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

¹ San Bernardino County 2018 Community Indicators Report

agencies exemption from certain statutes and U.S. Department of Housing and Urban Development regulations in pursuit of the three statutory goals of the MTW demonstration:

- Reduce cost and achieve greater costs effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

As a high-performing, innovative and progressive agency, HACSB was designated a MTW agency in 2008. The MTW agreement which governs HACSB’s participation in the demonstration program was extended in April 2016 through the year 2028. Since receiving the designation, HACSB has developed 28 MTW initiatives, also referred to as activities. A timeline of our MTW Plans and Reports follows.

MTW Plan	Approved by HUD
FY 2009	September 25, 2008
Amendment 1	June 29, 2009
FY 2010	September 30, 2009
Amendment 1	November 18, 2009
Amendment 2	February 22, 2010
Amendment 3	September 15, 2010
FY 2011	October 18, 2010
FY 2012	October 5, 2011
Amendment 1	November 4, 2011
FY 2013	September 27, 2012
FY 2014	May 14, 2014
FY 2015	February 13, 2015
Amendment 1A	May 11, 2015
Amendment 1B	N/A. Proposed changes moved to 2017 MTW Plan.
Amendment 2	N/A. Proposed changes moved to 2017 MTW Plan.
FY 2016	November 4, 2015
FY 2017	February 2, 2017
Amendment 1	April 3, 2017
Amendment 2	September 27, 2017
FY 2018	October 25, 2017

FY 2019	October 1, 2018
Amendment 1	May 7, 2019
Amendment 2	September 18, 2019
FY 2020	October 16, 2019
Amendment 1	March 18, 2020
Amendment 2	April 3, 2020
Amendment 3	August 10, 2020
FY 2021	Pending approval

MTW Report	Accepted by HUD
FY 2009	April 22, 2010
FY 2010	March 21, 2011
FY 2011	March 20, 2012
FY 2012	July 19, 2013
FY 2013	December 31, 2013
FY 2014	December 31, 2014
FY 2015	December 22, 2015
FY 2016	August 16, 2018
FY 2017	October 9, 2018
FY 2018	October 10, 2019
FY 2019	February 28, 2020
FY 2020	This report

Overview of Short-Term and Long-Term MTW Goals and Objectives

Long-Term Goals

Prior to receiving our MTW designation in 2008, HACSB completed a 30-year strategic planning process to develop long-term goals. These goals 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.

HACSB 30-Year Strategic Goals

Goal 1:	No eligible family waits longer than 10 days for housing
Goal 2:	Clients have achieved their own personal level of stability and economic independence
Goal 3:	For those whom a transition is appropriate, the maximum stay in assisted living is 5 years
Goal 4:	HACSB leaders and supporters are innovative policy makers and influencers of legislation
Goal 5:	HACSB has secured the resources needed for accomplishing its mission
Goal 6:	HACSB is a leading developer and provider of affordable housing in the County of San Bernardino
Goal 7:	HACSB is adequately staffed with well-trained and fully developed employees
Goal 8:	HACSB communication is open, honest and consistent
Goal 9:	HACSB employees have a high level of morale
Goal 10:	HACSB clients, programs and properties are embraced by all communities
Goal 11:	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 27 approved MTW activities and one activity pending HUD approval. Eight activities have been closed out and one is on hold. Of the remaining nineteen activities, seven address the objective of operational efficiency, six aim to assist families on the path to economic independence, and six help increase housing choices.

As stewards of taxpayer 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 weather several years of consecutive budget reductions while providing additional supportive services to families and meeting the statutory requirement to serve substantially the same number of families as were served prior to receiving the MTW designation.

Short-Term Goals

Our long-term goals align with the three 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 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 cost effectiveness 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 self-sufficiency 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 developed and implemented seven MTW activities that address this goal (listed under the expanding housing opportunities statutory objective in the following table).

The following table shows a current list of activities that have been approved through our Annual MTW Plans.

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
1	Single Fund Budget	Cost Effectiveness	FY 2009	Implemented
2	Strategic Investment Policies	Cost Effectiveness	FY 2009	Implemented
3	Alternate Assessment Program	Cost Effectiveness	FY 2009	On Hold
4	Biennial Recertifications	Cost Effectiveness	FY 2009	Implemented
5	Simplified Income Determination	Cost Effectiveness	FY 2009	Implemented
6	Elimination of Assets	Cost Effectiveness	FY 2009	Closed Out
7	Controlled Program Moves	Cost Effectiveness	FY 2009	Closed Out
8	Local Policies for Portability	Economic Self-Sufficiency	FY 2009	Implemented

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
9	Elimination of Earned Income Disallowance	Economic Self-Sufficiency	FY 2009	Closed Out
10	Minimum Rent	Economic Self-Sufficiency	FY 2009	Implemented
11	Local Project-Based Voucher Program	Expanding Housing Opportunities	FY 2009	Implemented
12	Local Payment Standards	Expanding Housing Opportunities	FY 2009	Implemented
13	Local Inspection Standards	Cost Effectiveness	FY 2010	Implemented
14	Local Asset Management Program	Cost Effectiveness	FY 2010	Implemented
15	Pilot Work Requirement	Economic Self-Sufficiency	FY 2010	Closed Out
16	Operating Subsidy for Vista del Sol	Expanding Housing Opportunities	FY 2010	Closed Out
17	Local Income Inclusion	Economic Self-Sufficiency	FY 2011	Closed Out
18	Property Management Innovation	Cost Effectiveness	FY 2011	Implemented
19	Local FSS program	Economic Self-Sufficiency	FY 2011	Implemented
20	Term-Limited Lease Assistance Program	Economic Self-Sufficiency	FY 2011	Implemented
21	Utility Allowance Reform	Cost Effectiveness	FY 2012	Closed Out
22	Streamlined Lease Assistance Program	Cost Effectiveness	FY 2013	Implemented
23	No Child Left Unsheltered	Economic Self-Sufficiency	FY 2014	Implemented
24	Transition for Over-Income Families	Economic Self-Sufficiency	FY 2014	Implemented
25	Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing	Expanding Housing Opportunities	FY 2016	Implemented
26	Local Disaster Short-Term Rental Assistance	Expanding Housing Opportunities	FY 2017	Implemented
27	Local Project-Based Voucher Subsidy for Tax Credit Developments	Expanding Housing Opportunities	FY 2019	Implemented

Accomplishments

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 2019, the HACSB implemented an online applicant portal and resident portal to submit work orders for residents at the various affordable housing sites. This system continued to be used throughout FY 2020.
 - Continued development of training and informational videos, including housing program briefing videos and program summaries to provide consistent and accessible information to current and prospective residents.

- In FY 2019, HACSB implemented the utilization of an electronic bidding software. The online vendor management and bidding tool was implemented to allow for greater organization, efficiency, and tracking and to reduce to the amount of paper used.
- HACSB implemented the utilization of the project management platform, Smartsheet for project tracking in development, finance, construction and maintenance.
- In FY 2019, HACSB completed the integration of Vendor Café within the Yardi P2P software. Vendor Café allows vendors to register in our system for payment, upload insurance, W-2's, along with other efficiency functions.
- In FY 2019, completed the reorganization of the Housing Services Department from a process-based structure to a full-cycle case management structure. This structure remained in place during FY 2020.
- **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:*
 - The Housing Authority received a renewal grant for its Family Self-Sufficiency Program, which helps fund three staff coordinators to administer the program. Families in this program access tools to help them work toward their educational and employment goals.
 - Continued research partnership with Loma Linda University, whose research provides insight into the impacts of our MTW activities. The research is used to inform HACSB policy and procedural decisions, helping to ensure that MTW activities achieve their objectives and meet families' needs.
 - In the fall of 2018, HACSB received a \$484,830 state award from the California Advanced Services Fund Broadband Public Housing Account Adoption Grant to provide digital literacy courses at its various affordable housing communities.
 - In partnership with Great Harvest Community Center Inc., in 2019 HACSB opened three Digital Learning Centers at our Colton, Redlands, and Maplewood affordable housing sites. The Digital Learning Centers offer basic computer literacy workshops to the residents. As of August 2019, there were 147 residents that had graduated from the digital literacy training program. 115 residents have received free laptops and 81 have signed up for low cost broadband services.
 - The Housing Authority, in partnership with KidCare International, opened a food bank at the Los Olivos Affordable Housing Community in Upland. The food bank is a resource for the entire community. All community members are welcome each Saturday morning to volunteer and/or receive donated food items from Vons, Target, Auntie Anne's, Chipotle Mexican Grill, Kentucky Fried Chicken, Pizza Hut, and Saca's Mediterranean Cuisine.
 - For over 20 years, the Housing Authority has partnered with the county's Preschool Services Department to provide Head Start facilities at its various affordable housing sites. Two Head Start sites had to be demolished as part of revitalization efforts; however, both have been reinstated. In the summer of 2018, the Housing Authority relocated the Waterman Gardens Head Start facility to a newly rehabilitated site as part of the larger revitalization efforts at Arrowhead Grove. Two duplexes, just a few hundred yards from the previous location, have been renovated to meet the professional and educational needs of both the preschool staff and the families they serve.
 - In 2019, HACSB hired two Resident Service Coordinators to deliver greater resident services with multiple resident engagement events scheduled. As a result of the ongoing COVID-19 pandemic, in-person events were unable to be held for most of FY 2020. However, the Resident Services Coordinators worked diligently to remain present and available to the community. In addition to ensuring that

vital needs such as food distribution continued, the Resident Services Coordinators helped sustain community interaction through a variety of virtual events. Residents enjoyed Zoom bingo nights, a virtual Halloween costume contest, a Thanksgiving dinner raffle, and holiday door decorating contest.

- HACSB implemented an online work order module for the self-managed portfolio. Residents have the option of placing work orders online rather than calling or visiting the office.
- **Goal 3 – Ensure freedom of housing choice** – *Providing quality affordable housing opportunities in mixed-income communities with access to excellent quality of life:*
 - On Sept. 30, 2019, the financing closed for the second onsite phase of the former Waterman Gardens public housing community (now referred to as the Arrowhead Grove neighborhood). This second-phase community, Crestview Terrace, will include a total of 184 mixed-income family apartments and complete the HUD-required one-for-one replacement of the original 252 public housing units. The new construction will provide 147 affordable one- to four-bedroom family units and 35 market-rate units interspersed throughout the site. Two units are set aside for property managers. One hundred thirty-six new affordable housing units have already been built in previous construction phases.
 - In the fall of 2019, the grand opening was held for Loma Linda Veterans Village, an 87-unit affordable apartment community serving homeless veterans and low-income veteran families in Loma Linda, California. This affordable housing development for veterans utilizes 50 Veterans Affairs Supportive Housing rental assistance vouchers that were awarded from HUD through a competitive allocation (2015 application) along with 37 rental assistance vouchers through HUD’s Housing Choice Voucher program.
 - In 2019, the rehab construction of Golden Apartments in the city of San Bernardino was completed and families started moving in during December. Golden Apartments is one of HACSB’s first permanent supportive housing sites for chronically homeless individuals and includes 38 newly converted one-bedroom units.
 - Rehab construction continues for Desert Haven Apartments in the city of Victorville, which is HACSB’s second permanent supportive housing site. The site will include 24 one-bedroom units and is expected to open and begin leasing in January 2021.
 - Throughout 2019, as part of its ongoing RAD efforts, HACSB continued working on several million dollars’ worth of renovations to the former public housing communities, with a goal of completing the bulk of this work countywide by the end of 2020.
 - HACSB has made formal commitments to assist both the Related Companies and AMCAL Multi-Housing Inc. with project-based vouchers to support the construction of 55 affordable family units in Rialto and 112 affordable family units in Colton, respectively. Both developers expect to apply for low-income housing tax credits.
 - HACSB and affiliate nonprofit Housing Partners I, Inc. continue to work with ONYX Architects to complete construction documents by to implement the 104-unit second phase of affordable family units at Valencia Grove in Redlands.

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

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

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

i. Actual New Project-Based Vouchers

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	PLANNED	ACTUAL			
<i>None</i>					
TOTAL	0	0			

ii. Actual Existing Project-Based Vouchers

PROPERTY NAME	NUMBER OF PROJECT- BASED VOUCHERS		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	PLANNED	ACTUAL			
Barstow (AMP 7)	217	217	Committed	Yes	RAD Conversion, Existing Public Housing Community
Colton/Chino (AMP 6)	174	174	Committed	Yes	RAD Conversion, Existing Public Housing Community
Los Olivos, Upland	98	0	Leased/Issued	Yes	RAD Conversion, Existing Public Housing Community
Maplewood Homes	296	296	Leased/Issued	Yes	RAD Conversion, Existing Public Housing Community

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	PLANNED	ACTUAL			
Redlands/Highland (AMP 5)	87	87	Leased/Issued	Yes	RAD Conversion, Existing Public Housing Community
Scattered Sites (AMP 2)	97	97	Leased/Issued	Yes	RAD Conversion, Existing Public Housing Community
Scattered Sites (AMP 3)	34	34	Leased/Issued	Yes	RAD Conversion, Existing Public Housing Community
Waterman Gardens Phase 1 – Valencia Vista Val-9	75	75	Leased/Issued	Yes	Family Community, New Development
Waterman Gardens Phase 2 – Olive Meadow	61	61	Leased/Issued	Yes	Family Community, New Development
Waterman Gardens Phase 3 – Crestview Terrace	116	116	Committed	Yes	Family Community, Existing Development
Andalusia	17	17	Leased/Issued	No	Family Community, Existing Development
Arrowhead Commons	42	0	Removed	No	Family Community, Existing Development
Arrowhead Woods	51	51	Leased/Issued	No	Senior Community, Existing Development
Bloomington (Related Phase I)	11	11	Leased/Issued	No	Family & Senior Community, New Development
Bloomington (Related Phase II)	20	20	Leased/Issued	No	Family Community, New Development
Bloomington (Related Phase III)	0	20	Committed	No	Family Community, New Development
Dante Street, Victorville	0	12	Committed	No	Family Community, Existing Development
Day Creek Villas, Rancho Cucamonga	0	8	Leased	No	Senior Community, New Development
Desert Haven (Queens Motel), Victorville	31	31	Committed	No	Chronically Homeless, Existing Development
Desert Village	46	46	Leased/Issued	No	Senior Community, Existing Development

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	PLANNED	ACTUAL			
Golden Apartments, San Bernardino	38	38	Leased/Issued	No	Chronically Homeless, Existing Development
Grandview Towers	40	40	Leased/Issued	No	Senior Community, Existing Development
Horizons at Yucaipa	50	50	Leased/Issued	No	Senior Community, New Development
Horizons at Yucaipa – Phase II	0	27	Committed	No	Senior Community, New Development
Ivy at College Park, Chino	8	8	Leased/Issued	No	Family Community, New Development
Las Terrazas Apartments, Colton	0	9	Committed	No	Family Community, Existing Development
Meadowbrook	47	47	Leased/Issued	No	Senior Community, Existing Development
Mentone Clusters	34	34	Leased/Issued	No	Family Community, Existing Development
NCLU - Scattered Sites (HACSB)	26	26	Leased/Issued	No	Project-Based Voucher Program
NCLU - Scattered Sites (HPI)	10	10	Leased/Issued	No	Project-Based Voucher Program
NCLU - Scattered Sites (Summit Place)	4	4	Leased/Issued	No	Project-Based Voucher Program
Redwood Terrace	68	68	Leased/Issued	No	Senior Community, Existing Development
Rialto Metrolink, Rialto	0	8	Committed	No	Family Community, New Development
Robert O Townsend	48	48	Leased/Issued	No	Senior Community, Existing Development
Rosina Fountains, Fontana	8	8	Leased/Issued	No	Family Community, New Development
Scattered Site Units	229	229	Leased/Issued	No	Family Community, Existing Development (HPI)
Scattered Site Units	79	79	Leased/Issued	No	Family Community, Existing Development (HPI)
Sunrise Vista	108	108	Leased/Issued	No	Family Community, Existing Development

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR	RAD?	DESCRIPTION OF PROJECT
	PLANNED	ACTUAL			
Sunset Pointe	117	117	Leased/Issued	No	Family Community, Existing Development
Valencia Grove, Redlands (Phase I)	85	85	Leased/Issued	No	Family Community, New Development
Veterans' Housing, Loma Linda	37	36	Committed	No	Veterans' Housing, New Development
Valencia Grove, Redlands (Phase II)	104	104	Committed	No	Family Community, New Development
Veterans' Housing, Various Sites	12	40	Committed	No	Veterans' Housing, Scattered Sites
Vista del Sol	53	53	Leased/Issued	No	Senior Community, Existing Development
Yucaipa Crest	45	45	Leased/Issued	No	Senior Community, Existing Development
Yucaipa Terrace	51	51	Leased/Issued	No	Senior Community, Existing Development
TOTAL EXISTING PROJECT-BASED VOUCHERS	2,774	2,745			

The number of actual project-based vouchers (PBV) at FYE 2020 differed from the projected number of planned PBV for a variety of reasons, including the timing of the MTW Plan process. The planned number of PBV units includes PBV units anticipated to come online during the year. Due to the timing of the MTW Plan process, some units that are newly committed or leased during the fiscal year may not be known during the MTW Plan preparation, but reported at the end of the year through our MTW Report. A summary of the reasons for the differences between the number of PBV units listed in the MTW Plan and MTW Report is included here.

Planned PBV Units Removed:

- Los Olivos – 98 Units: The Los Olivos Public Housing site in Upland was anticipated to be converted to PBV through the Rental Assistance Demonstration (RAD) program during FYE 2020. This conversion did not take place and is instead planned for FYE 2021.
- Arrowhead Commons – 42 Units: The PBV contract for this site expired during FYE 2020. During the MTW Plan process HACSB anticipated renewing this contract, but the contract was not renewed and the units are no longer PBV.
- Veterans Housing, Loma Linda – 1 Unit: A correction was made to remove the resident manager's unit.

Planned PBV Units Added:

- Bloomington Phase III – 20 Units: PBV award newly added during the fiscal year.
- Dante Street, Victorville – 12 Units: PBV award newly added during the fiscal year.
- Day Creek Villas, Rancho Cucamonga – 8 Units: PBV award newly added during the fiscal year.
- Horizons at Yucaipa, Phase II – 27 Units: PBV award newly added during the fiscal year.
- Las Terrazas Apartments, Colton – 9 Units: PBV award newly added during the fiscal year.
- Rialto Metrolink, Rialto – 8 Units: PBV award newly added during the fiscal year.
- Veterans’ Housing, Various Sites – 28 Units: PBV award newly added during the fiscal year.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

The Public Housing portfolio began FY 2020 with 99 Public Housing Units. This does not include the following:

- Eight (8) offline units that had previously been permanently converted to non-dwelling units for resident services purposes such as Head-Start centers, childcare, and education centers
- Twelve (12) non-ACC units used for administrative purposes and resident amenities such as community rooms, laundry rooms, etc.

During FY 2020, no units were converted through RAD or sold through the Section 32 Homeownership Program. Therefore, HACSB’s Public Housing portfolio consisted of 99 units as shown in the following table.

MANAGEMENT POINT (AMP)	ACC UNITS
180	1
Upland Public Housing	98
TOTAL PUBLIC HOUSING UNITS:	99

iv. General Description of All Actual Capital Fund Expenditures during the Plan Year

The most significant expenditures of Capital Funds in 2020 continued to be directly related to the ongoing pre-development, development and construction work associated with our major public housing revitalization projects in San Bernardino and Redlands. Capital Fund (Demolition Disposition Transition Funding or DDTF) continues to support the third (second onsite) construction phase of 184 units at Arrowhead Grove which is our largest project under the Rental Assistance Demonstration (RAD) program. This third phase, which is due to begin occupancy in the Spring of 2021, represents completion of the one-for-one replacement of all public housing units at the former Waterman Gardens site, as well as the introduction of new market rate rental units to create a “mixed-income” community. HACSB had

successfully applied under RAD to convert existing public housing operating and capital subsidies for the 252-unit site to project-based rental assistance in 2013. Valencia Vista, the initial phase, was completed in 2016 and includes a total of 75 new family units constructed on an adjacent site to minimize the impact of relocation on the existing residents. Olive Meadow, the second 62-unit phase of the multi-phase project (first phase on site) was completed and fully occupied by the end of 2017.

Capital Fund also continued to be utilized in 2020 to support Architecture/Engineering and preparation of construction documents to implement the second phase of construction at the Redlands Lugonia site, now called Valencia Grove. The plans were submitted to the City of Redlands for final approval and building permits in early summer 2020, in anticipation of starting construction in 2021. HACSB has already completed and occupied 85 family units there. The next phase will add 104 more rental units, completing the one-for-one replacement of the original 115 public housing units and adding another 74 much needed affordable units.

Continued federal budget cuts to the Public Housing program in general led to our decision to complete RAD conversion for the entire Public Housing portfolio. Our RAD portfolio application was approved in FY 2015, and 552 units were converted under RAD in early FY 2016. Immediate physical needs work identified in the RAD Physical Needs Assessment(s) (PNA) for those 552 units was completed in 2019. The final RAD conversion for the balance of 354 public housing units (located in Colton and Barstow) closed on September 28, 2018. In 2020 Capital Fund continued to be utilized to complete the critical work items identified in the RAD PNAs associated with these 354 units, with a planned completion in early 2021. Staff is also working with HUD to revise some of the planned work in response to labor shortages and construction cost escalation which has exceeded the PNA budgets. As a result, rental assistance for a portion of the units is proposed to be transferred to alternate sites, and HACSB will be pursuing a conversion to homeownership for the vacated units later in 2021.

B. LEASING INFORMATION

i. Actual Number of Households Served

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED		NUMBER OF HOUSEHOLDS SERVED	
	PLANNED	ACTUAL	PLANNED	ACTUAL
MTW Public Housing Units Leased	693	1,161	99	113
MTW Housing Choice Vouchers (HCV) Utilized	113,840	115,468	9,487	11,494
Local, Non-Traditional: Tenant-Based	0	0	0	0
Local, Non-Traditional: Property-Based	0	0	0	0

Local, Non-Traditional: Homeownership	0	0	0	0
PLANNED/ACTUAL TOTAL HOUSEHOLDS SERVED	114,533	116,629	9,586	11,607

Description of Differences between the Planned and Actual Households Served

Leasing projections for the MTW Public Housing Program for FY 2020 were based upon the anticipation that the majority of HACSB’s remaining Public Housing units, which are located at the Los Olivos site in Upland, would be converted June 1, 2020. These units were not converted during FY 2020 as originally anticipated and are now expected to convert in FY 2021. As a result, more Public Housing families were served than HACSB originally anticipated. The reported number of families served reflects all families served through Public Housing in FY 2020, including those who were served for only part of the year.

For the voucher program, the reported number of unit months occupied/leased reflects the number of unit months reported through the Voucher Management System (VMS), while the reported number of families served reflects all families served in FY 2020, including those who were served for only a portion of the year. HACSB served more families than anticipated during FY 2020 in part due to decreased program attrition related to the COVID-19 pandemic. During this time, program attrition was lower than in prior years as a result of families’ loss of income, HACSB’s implementation of the automatic six-month extension for families in the Term-Limited Lease Assistance program (activity 20) and Transition for Over-Income Public Housing/Housing Choice Voucher Families (activity 24), and extremely tight rental market conditions with overall vacancy rates between 3 and 4 percent and below 2 percent in some areas of the County.

LOCAL, NON-TRADITIONAL CATEGORY:	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED		NUMBER OF HOUSEHOLDS TO BE SERVED	
		PLANNED	ACTUAL	PLANNED	ACTUAL
Tenant-Based	N/A	N/A	N/A	N/A	N/A
Property-Based	N/A	N/A	N/A	N/A	N/A
Homeownership	N/A	N/A	N/A	N/A	N/A
PLANNED/ACTUAL TOTALS	N/A	N/A	N/A	N/A	N/A

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
N/A	N/A	N/A

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	None.
MTW Housing Choice Voucher	In FYE 2020 HACSB had met its funding utilization/leasing goals and did not select new MTW families from its waiting lists. However, port-in families and families exercising mobility within the County continued to experience difficulty in locating units due to current rental market conditions, particularly diminished unit availability resulting from the COVID-19 pandemic. Search times of 120 days are not uncommon. HACSB is providing families with the maximum possible search times, including placement of vouchers in suspense during state and local “stay-at-home” orders to allow extended search time.
Local, Non-Traditional	N/A

C. WAITING LIST INFORMATION

i. Actual Waiting List Information

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN, OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR?
Public Housing	Centrally managed, site-specific, by bedroom size	1,619	Partially open	Yes, by bedroom size as needed
Rental Assistance Demonstration Sites - PBV	Centrally managed, site-specific, by bedroom size	21,045	Partially open	Yes, by bedroom size as needed
Housing Choice Voucher – Project-Based	Centrally managed, site/region-specific, by bedroom size	28,794	Partially open	Yes, by bedroom size as needed
Housing Choice Voucher – Tenant-Based	Community-wide	32,974	Closed	No.

DESCRIPTION OF DUPLICATION OF APPLICANTS ACROSS WAITING LISTS

Approximately 31% of applications are duplicates, representing families who have applied to two or more waiting lists.

ii. Actual Changes to Waiting List in the Plan Year

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
N/A	During FYE 2020 HACSB completed a review and update of the Public Housing, RAD, and Project-Based Voucher waiting lists. Additionally, HACSB began a review and update of the Tenant-Based Voucher waiting list.

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

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

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80% - 50% Area Median Income	0
49% - 30% Area Median Income	0
Below 30% Area Median Income	0
TOTAL LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED	0

ii. Maintain Comparable Mix

BASELINE MIX OF FAMILY SIZES SERVED (UPON ENTRY TO MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	442	2,801	-	3,243	34.7%

2 Person	338	1,619	-	1,957	20.9%
3 Person	279	1,187	-	1,466	15.7%
4 Person	222	1,003	-	1,225	13.1%
5 Person	142	567	-	709	7.6%
6+ Person	183	569	-	752	8.0%
TOTAL	1,606	7,746	-	9,352	100%

DESCRIPTION OF JUSTIFICATION FOR ANY “NON-MTW ADJUSTMENTS” GIVEN ABOVE

N/A.

MIX OF FAMILY SIZES SERVED (IN PLAN YEAR)				
FAMILY SIZE	BASELINE MIX PERCENTAGE	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	34.7%	4,617	39.5%	13.9%
2 Person	20.9%	2,359	20.2%	-3.6%
3 Person	15.7%	1,822	15.6%	-0.6%
4 Person	13.1%	1,309	11.2%	-14.5%
5 Person	7.6%	855	7.3%	-3.5%
6+ Person	8.0%	727	6.2%	-22.7%
TOTAL	100%		100%	

DESCRIPTION OF JUSTIFICATION FOR ANY VARIANCES OF MORE THAN 5% BETWEEN THE PLAN YEAR AND BASELINE YEAR

Families are admitted to HACSB's MTW voucher program from a wait list which is sorted through a lottery system. The families served during the year reflect the families who were selected from the wait list and, in the voucher program, successfully located a unit to lease. HACSB closely monitors the makeup of its waiting list, admissions, and families served by family size. The distribution of families by size in these three populations remained very similar throughout FY 2020, indicating that the families served are representative of families who apply to HACSB's waiting lists and successfully enter a HACSB program.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

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, 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 2020, a total of 188 families transitioned to self-sufficiency through our activities. While some MTW activities contribute to the families' transition away from housing assistance more than others, we believe that the number of self-sufficiency transitions is combined result of all our MTW activities.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	MTW PHA LOCAL DEFINITION OF SELF-SUFFICIENCY
4 - Biennial and Triennial Recertifications	53	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.
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.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	MTW PHA LOCAL DEFINITION OF SELF-SUFFICIENCY
19 - Local Family Self-Sufficiency Program	0	Graduation from the Local FSS program.
20 - Term-Limited Lease Assistance Program	127	Termination of housing assistance and other forms of government assistance due to an increase in income and/or increased level of employment to transition to market-rate housing or homeownership in the five-year program timeframe.
22 - Streamlined Lease Assistance Program	29	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.
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 the time of end of participation.
24 - Transition for Over-Income Families	56	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.
<i>HOUSEHOLDS DUPLICATED ACROSS MTW ACTIVITIES</i>	<i>77</i>	
TOTAL (UNDUPLICATED) HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY	188	

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 believes it is unlikely that the activity will provide enough incentive or income retention to enable families to transition out of housing assistance. In FY 2020, 53 families with biennial recertifications transitioned to self-sufficiency. However, only six of the 53 families were not duplicated as self-sufficiency exits in other categories listed above, indicating that most exits were likely the result of 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 enough to provide incentive for families to transition out of housing assistance.

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 Local FSS program requires participating families to voluntarily exit the Housing Choice Voucher or Public Housing program in order to graduate from the Local FSS program and receive the balance of their escrow account. The two groups allow HACSB to compare the results and identify advantages and disadvantages of each program type. In FY 2018 the definition of self-sufficiency for this activity was changed to eliminate the requirement for families to have \$0 of assistance income at the time they leave housing assistance. The definition was revised to "graduation from the Local FSS program". This modification will allow any Local FSS family who graduates and voluntarily exits housing assistance to be included in this count. Very few families choose to participate in the Local FSS program as a result of the requirement to voluntarily exit housing assistance. No families achieved self-sufficiency through the Local FSS program under the revised definition in FY 2020.

Implemented on January 1, 2012, Activity 20, the Five-Year Lease Assistance Program, included 1,059 households as of September 30th. HACSB continues to work with Loma Linda University (LLU) to assist in the longitudinal study that examines participating families and their success over time, including a voluntary post-assistance component which allows LLU and HACSB to learn about program impacts up to two years after housing assistance has ended.

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 which occur between biennial recertifications.

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. HACSB also partners with Loma Linda University for a longitudinal study of families participating in this program. The research identified families' need for a safe-haven period after entering the NCLU program, and that two significant impacts of the program are improved family stability and reduced risk of developing a clinically significant behavioral program amongst children in the program. As a result of these findings, related modifications were made to this activity through HACSB's 2019 Annual MTW Plan.

The Transition for Over-Income Families (Activity 24) 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. Due to the COVID-19 pandemic, HACSB implemented an automatic six-month extension for families whose housing assistance would have ended as a result of this activity in FY 2020, resulting in fewer transitions to self-sufficiency through this activity.

Section III: Proposed MTW Activities

All activities that have been previously granted approval by HUD are reported in Section IV. No new activities are proposed through this Annual MTW Report.

Section IV: Approved MTW Activities

This section provides HUD-required information detailing previously approved uses of MTW authority, including detailed information about ongoing MTW activities with an update on any changes taking place during the fiscal year (FY). In accordance with the requirements of the revised Form HUD 50900, activities are categorized as implemented (ongoing and active activities), 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 4: Biennial and Triennial Recertifications

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval as a pilot program for elderly and disabled households in the Public Housing and Housing Choice Voucher programs with no other adult members and no earned income.
- FY 2012: Amended to expand the activity to apply to all families in both programs listed above was approved. The expanded initiative was implemented in 2012 with approximately half the households assigned to a biennial schedule. The remaining households were assigned to the biennial schedule in 2013. The first complete cycle of biennial certifications was completed in 2014.
- FY 2019: Amended to add triennial recertifications for elderly-only fixed-income families. Authorization to apply this activity to participants of the Veterans Affairs Supportive Housing (VASH) program was received from HUD in September 2019. That approval, though not granted through the HUD MTW Office, was included in our FY 2019 Annual MTW Plan for informational purposes.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to reduce costs and achieve greater effectiveness in federal expenditures.

Current regulations require annual income recertifications for most participants of the Public Housing and Housing Choice Voucher programs. This MTW activity allows HACSB to conduct recertifications of MTW and VASH households biennially or triennially. Elderly-only fixed-income families are recertified triennially. All other families are recertified biennially. Triennial recertifications for elderly-only fixed-income families began in September 2019, with triennial recertifications for VASH families beginning in May 2020.

Biennial/Triennial Recertification Process

- HACSB will perform a full recertification to examine family income and composition once every three years for elderly-only fixed-income families, and once every two years for all other families. No PHA-initiated updates will take place during the years between full recertifications.
 - An elderly-only fixed-income family is defined as having no members under the age of 57 AND having at least 90 percent of its income from fixed sources.
- This activity modifies the recertification schedule only. Families will continue to be subject to the interim reporting requirements, income and rent calculations, and other components of their assigned program type (Term-Limited Lease Assistance, Streamlined Lease Assistance, etc.)

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 resulted in some increases to these measurements during the initial implementation years. The increases were primarily associated with staff time spent explaining the new activity to families and responding to questions from participants and landlords. Time savings were again realized beginning in FY 2018.

In FY 2018 HACSB underwent an internal review and realignment process to identify opportunities to improve efficiency within the HCV program. As a result of that process, departmentalized recertification processes were changed to full case management. Under the previous departmentalized processes, specialized teams such as wait list, intake, portability, and compliance, managed specific aspects of case management. Our review indicated that operational efficiencies and improved customer service could be achieved by moving to comprehensive case management, with each housing specialist managing all aspects of the housing assistance processes. This transition was completed in September 2019. We believe the time savings realized in FY 2019 and FY 2020 are directly related to this change and anticipate those savings will continue in the coming years.

Activity 4: Biennial Recertifications				
CE #1: Agency Cost Savings¹				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 \$445,954 staff cost + \$17,010 postage cost Staff Cost Calculation: 13,320 hours X \$33.48	\$231,482 per year \$222,977 staff cost + \$8,505 postage cost Staff Cost Calculation: 6,660 hours X \$33.48 per hour	\$172,496 \$164,454 staff cost + \$8,042 postage cost Staff Cost Calculation: 4,912 hours X \$33.48 per hour	Yes, the outcome meets the benchmark for this metric.

¹ 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 recertifications.

Activity 4: Biennial Recertifications CE #2: Staff Time Savings²				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 total hours 9,000 files x 1.48 hours/file.	6,660 total hours	4,912 total hours. Staff Time Calculation: 4,347 recertifications performed in PH and HCV programs x 1.13 hours per recertification.	Yes, the outcome meets the benchmark for this metric.

Activity 4: Biennial Recertifications CE #5: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is \$428.	The increase is believed to be the result of other MTW activities.

² 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 recertifications.

Activity 4: Biennial Recertifications SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	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 and triennial recertification households is \$6,694.	The increase 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	Baseline³	Benchmark	Outcome⁴	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	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.

³ 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 reflects 10% of all work-able biennial reexamination families.

⁴ Outcomes for SS #3 are based upon self-reported data collected from families and may not include all active families.

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

(1) Employed Full-Time	Head(s) of work-able households employed full-time in FY 2016 is 175.	The number of heads of work-able households employed full-time is not expected to change as a result of this activity.	Heads of work-able households employed full-time is 953.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities and/or additional data available in the outcome year compared to the baseline year.
	Percentage of total work-able households employed full-time in FY 2016 is 38%.	The percentage of total work-able households employed full-time is not expected to change as a result of this activity.	Percentage of total work-able households employed full-time is 35%.	
(2) Employed Part-Time	Head(s) of work-able households employed part-time in FY 2016 is 86.	The number of heads of work-able households employed part-time is not expected to change as a result of this activity.	Heads of work-able households employed part-time is 487.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities and/or additional data available in the outcome year compared to the baseline year.
	Percentage of total work-able households employed part-time in FY 2016 is 19%.	The percentage of total work-able households employed part-time is not expected to change as a result of this activity.	The percentage of total work-able households employed part-time is 18%.	
(3) Enrolled in an Educational Program	Head(s) of work-able households enrolled in an educational program in FY 2016 is 39.	The number of heads of work-able households enrolled in an educational program is not expected to change as a result of this activity.	Heads of work-able households enrolled in an educational program is 206.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities and/or additional data available in the outcome year compared to the baseline year.
	Percentage of total work-able households enrolled in an educational program in FY 2016 is 8%.	The percentage of total work-able households enrolled in an educational program is not expected to change as a result of this activity.	The percentage of total work-able households enrolled in an educational program is 8%.	

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

(4) Enrolled in Job Training Program	Head(s) of work-able households enrolled in a job training program in FY 2016 is 9.	The number of heads of work-able households enrolled in a job-training program is not expected to change as a result of this activity.	Heads of work-able households enrolled in job training is 39.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities and/or additional data available in the outcome year compared to the baseline year.
	Percentage of total work-able households enrolled in a job training program in FY 2016 is 2%.	The percentage of total work-able households enrolled in a job-training program is not expected to change as a result of this activity.	The percentage of total work-able households enrolled in job training is 1%.	
(5) Unemployed	Head(s) of work-able households unemployed prior to implementation of the activity is 200.	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 work-able households unemployed is 1,293.	No, the outcome does not meet the benchmark for this metric. The outcome is believed to be related to the COVID-19 pandemic, as all activities including this metric reflect an increase in the number of families unemployed.
	Percentage of total work-able households unemployed prior to implementation of the activity is 43%.	The percentage of total work-able households unemployed after implementation of the activity is not expected to change as a result of this activity.	Percentage of total work-able households unemployed is 47%.	
6) Other	Head(s) of work-able households engaged in other activities in FY 2016 is 22.	The number of heads of household engaged in other activities is not expected to change as a result of this activity.	Heads of work-able households engaged in other activities is 152.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities and/or additional data available in the outcome year compared to the baseline year.
	Percentage of total work-able households engaged in other activities in FY 2016 is 5%.	The percentage of total work-able households engaged in other activities is not expected to change as a result of this activity.	The percentage of total work-able households engaged in other activities is 6%.	

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	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 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 is 2,046 (20%).	Yes, the outcome meets 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?
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. 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 households transitioned to self-sufficiency prior to implementation of the activity is 57. (FY 2015 data used to establish baseline as pre-implementation data is unavailable)	The number of households expected to be transitioned to self-sufficiency as a result of the activity is 0.	The number of households transitioned to self-sufficiency in FY 2020 is 53.	Yes, the outcome meets the benchmark for this metric. The outcome is believed to be the result of other MTW activities.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

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 2019 and FY 2020 HACSB applied a revised time study method. The previous time study method was retrospective and required staff to report on time previously spent. This process was changed to a real-time method which tracked the time staff spent on a randomly selected representative sample of files. Staff recorded time spent on the recertification process as they worked on the files, including time spent in specific categories relevant to MTW reporting and internal analysis. This process is believed to provide a more reliable and accurate evaluation of time spent on recertifications and other processes.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 5: Simplified Income Determination

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval as “Local Verification Policies”. Implemented on October 1, 2009.
- FY 2019: Amended to retitle this activity and merge the functions of the following activities:
 - Activity 5 – Local Verification Policies (this activity)
 - Activity 6 – Elimination of Assets (originally approved in our FY 2009 Annual MTW Plan and implemented on October 1, 2009). This component was closed out as a separate activity in FY 2019.
 - Activity 9 – Elimination of Earned Income Disallowance (originally approved in our FY 2009 Initial Annual MTW Plan and effective on October 1, 2009, for participants in the Housing Choice Voucher and Public Housing programs). This component was closed out as a separate activity in FY 2019.
 - Activity 17 – Local Income Inclusions (originally approved in our FY 2011 Annual MTW Plan and implemented on May 1, 2011. The activity was modified through HACSB’s FY 2015 Annual MTW Plan). This component was closed out as a separate activity in FY 2019.
- Authorization to apply this activity to participants of the Veterans Affairs Supportive Housing (VASH) program was received from HUD in September 2019. That approval, though not granted through the HUD MTW Office, was included in our FY 2019 Annual MTW Plan for informational purposes. All aspects of this activity except the elimination of the Earned Income Disallowance apply to VASH households.

ii. Description/Impact/Update

This activity includes four components: local verification policies, elimination of assets, elimination of the Earned Income Disallowance, and local policies for income inclusions and exclusions. The activity applies to MTW and VASH households. The elimination of the Earned Income Disallowance does not apply to VASH households.

Local Verification Policies

The verification standard used by HACSB was modified in FY 2011 to establish the following local verification hierarchy:

1. Upfront Income Verification (UIV) using HUD’s Enterprise Income Verification (EIV) is the highest standard of verification.
2. Documents provided by the household and observed to be satisfactory to verify income are the second tier of verification.
3. Third-party written verification is requested as the third tier of verification if additional verification is necessary.
4. Third-party oral verification is permitted as the lowest ranking type of income verification.

Applicant verifications may not be more than 120 days old (from the date received) at the time of orientation. For participants, verifications remain valid for six months (180 days) from the date received.

Elimination of Assets

Assets are fully excluded from the calculation of annual income for the purpose of determining the tenant rent portion. Asset information is verified at initial eligibility for the purpose of determining income eligibility for assistance. Thereafter, information related to assets is not collected and income from assets is not considered as part of the income/rent calculation formula.

Elimination of Earned Income Disallowance

HACSB has eliminated the HUD Mandatory Earned Income Disallowance (EID) from the calculation of total tenant payment.

Local Income Inclusions and Exclusions

HACSB has established local policies 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. Foster children and foster adults are considered family members (not household members), and a dependent deduction is provided for foster children (in the Transitional Assistance for MTW Families programs only);
- 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).

Activity 5: Simplified Income Determination CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 combined costs: <ul style="list-style-type: none"> • of income verification process • to collect and calculate asset income for both PH and HCV • of staff time spent to process EID 	\$296,512 in 2009	\$160,117 Agency Cost Calculation: 4,580 hours for verifications X \$34.96 staff cost per hour \$0 for calculation of assets or application of the EID	\$38,351 Staff Cost Calculation: 647 hours X \$34.96 staff cost per hour.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 5: Simplified Income Determination CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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	8,483.4 total hours 6,947 hours for verifications (1,133 hours in Public Housing; 5,814 in HCV) 1,478 hours to calculate assets 58.4 hours to process the EID	4,580 total hours Staff Time Calculation: 705 hours to process verifications in PH; 3,875 in HCV. 0 hours for calculation of assets or application of EID	1,097 total hours.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 5: Simplified Income Determination CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	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.
Total combined average error rate in: <ul style="list-style-type: none"> • completing verifications • calculating assets • processing the earned income disallowance 	Average error rate of prior to implementation of the activity is 44%. (FY 2011-2012 used to establish the baseline for this metric)	The average error rate is expected to be less than 44%.	The actual average error rate is 5%.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 5: Simplified Income Determination				
CE #5: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 and/or local income inclusions.	Average tenant rent share prior to implementation of the activity is \$473. (FY 2015 data used to establish baseline as pre-implementation data is unavailable)	The average tenant rent share is not more than \$720.	The actual average tenant rent share is \$804.	No, the outcome does not meet the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

The time study method was revised for the FY 2019 MTW Report. A sample of files were selected for the study and were tracked in real-time to determine the total time spent completing verifications, calculating asset income, and processing the Earned Income Disallowance for MTW actions. HACSB intends to use this method for all future time studies.

Through our FY 2019 Annual MTW Plan, HACSB received approval to merge four previously approved MTW activities under this activity with the title “Simplified Income Determination”. Beginning with the 2019 Annual MTW Report, the outcomes of these activities are reported as combined totals.

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 8: Local Policies for Portability

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval. The initial implementation of this activity began on October 1, 2009.
- FY 2010: Amended to add a work requirement for portability. The work requirement component was implemented on August 1, 2010, and ended through HACSB's FY 2019 Annual MTW Plan.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/ COVID-19 pandemic.

ii. Description/Impact/Update

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. All benchmarks for this activity have been fully or partially met since FY 2010.

HACSB implemented the Emergency Operations flexibility authorized through our FY 2020 Annual MTW Plan, Amendment 2, in mid-April 2020, suspending incoming portability activity for the majority of FY 2020 as a result of the COVID-19 pandemic. As a result, the number of portability files processed and the related staff time and agency cost were greatly reduced for FY 2020 as shown in metrics CE #1 and CE #2. A list of families requesting portability into the County of San Bernardino was maintained during the suspension period, allowing those families to be contacted when incoming portability resumed. HACSB ended the incoming portability suspension on December 1, 2020.

Activity 8: Local Policies for Portability CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 Staff cost calculation: 2,004 hours X \$34.96 average staff cost per hour	\$35,029 in FY 2015 and beyond.	\$12,201. Staff Cost Calculation: 349 hours X \$34.96 average staff cost per hour	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 8: Local Policies for Portability CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	349 hours. Staff Time Calculation: 1.81 hours per port-in x 193 port-ins.	Yes, the outcome meets and exceeds the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 10: Minimum Rent

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval. The activity was implemented on October 1, 2009, for recertifications and on January 1, 2010, for all new admissions.
- FY 2019: Authorization to apply this activity to participants of the Veterans Affairs Supportive Housing (VASH) program was received from HUD in September 2019. That approval, though not granted through the HUD MTW Office, was included in our FY 2019 Annual MTW Plan for informational purposes.

ii. Description/Impact/Update

This activity allows HACSB to increase the minimum rent from the current regulatory maximum of \$50 per month to \$125 per month for all households in the MTW programs. There were no requests for hardship exemption from the minimum rent in FY 2020.

<i>Activity 10: Minimum Rent</i>				
<i>CE #5: Increase in Tenant Rent Share</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is \$168.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 10: Minimum Rent SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	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 \$774.	The average earned income for households with TTP less than or equal to \$125 is \$1,091.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 10: Minimum Rent SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline⁵	Benchmark	Outcome⁶	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	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.

⁵ 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 reflects 7% of all minimum rent families and 7% of work-able minimum rent families.

⁶ Outcomes for SS #3 are based upon self-reported data collected from families and may not include all active families.

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

(1) Employed Full-Time	Head(s) of work-able households employed full-time in FY 2016 is 6.	The number of heads of household employed full-time is not expected to change as a result of this activity.	Heads of work-able households employed full-time is 18.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 than was available for the FY 2016 baseline. The percentage of work-able households in this category has remained relatively stable.
	Percentage of total work-able households employed full-time in FY 2016 is 9%.	The percentage of work-able households employed full-time is not expected to change as a result of this activity.	Percentage of total work-able households employed full-time is 10%.	
(2) Employed Part-Time	Head(s) of households employed part-time in FY 2016 is 14.	The number of heads of household employed part-time is not expected to change as a result of this activity.	Heads of work-able households employed part-time is 24.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 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 households employed part-time is not expected to change as a result of this activity.	Percentage of total work-able households employed full-time is 13%.	
(3) Enrolled in an Educational Program	Head(s) of households enrolled in an educational program in FY 2016 is 8.	The number of heads of household enrolled in an educational program is not expected to change as a result of this activity.	Heads of work- able households enrolled in an educational program is 18.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 than was available for the FY 2016 baseline. The percentage of work-able households in this category has remained relatively stable.
	Percentage of total work-able households enrolled in an educational program in FY 2016 is 12%.	The percentage of work-able households 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 is 10%.	

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

(4) Enrolled in Job Training Program	Head(s) of households enrolled in a job training program in FY 2016 is 2.	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 work-able households enrolled in a job training program is 3.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 than was available for the FY 2016 baseline. The percentage of work-able households in this category has remained relatively stable.
	Percentage of total work-able households enrolled in a job training program in FY 2016 is 3%.	The percentage of work-able households 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 is 2%.	
(5) Unemployed	Head(s) of households unemployed prior to implementation of the activity is 45.	The number of unemployed minimum rent heads of household is expected to be no more than 90% of all minimum rent heads of household.	Heads of work-able households unemployed is 145.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 than was available for the FY 2016 baseline.
	Percentage of total work-able households unemployed prior to implementation of the activity is 69%	The percentage of work-able unemployed minimum rent households is expected to be no more than 90% of all work-able minimum rent heads of household.	Percentage of total work-able households unemployed is 78%	
(6) Other	Head(s) of households engaged in other activities in FY 2016 is 8.	The number of heads of household engaged in other activities is not expected to change as a result of this activity.	Heads of work-able households engaged in other activities is 13.	The change in heads of household in this category may reflect more accurate reporting available through the larger sample size available in FY 2020 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 households 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 is 7%.	

Activity 10: Minimum Rent				
SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	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 50%.	Number of minimum rent households receiving TANF is 91 (22%).	Yes, the outcome meets and exceeds the benchmark for this metric when measured by percentage of minimum rent households.

Activity 10: Minimum Rent				
SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is 0.	Yes, the outcome meets the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

In FY 2019 the baseline values for SS #3 were revised to report values for career-able households. Previous values were based on all households and households with career-able heads of household.

The benchmark for standard metric *SS #1 Increase in Household Income* was revised through HACSB's FY 2018 MTW Report. The previous benchmark of \$5,000 of earned income was unrealistic. Families paying the HACSB \$125 minimum rent can have a maximum total household income of \$5,000. On average from FY 2015 to FY 2017, minimum rent families had an average earned income of \$774. Therefore, HACSB anticipates that families paying the HACSB minimum rent of \$125 will have an average earned income of \$774.

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 11: Local Project-Based Voucher Program

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval.
- FY 2010: Clarified components of the activity through FY 2010 Annual MTW Plan, Amendment 3. Implemented September 2010.
- FY 2015: Modification proposed through our FY 2015 Plan, Amendment 1B, but not approved by HUD. Per HUD's request, the proposed modification was re-proposed and approved through HACSB's FY 2017 MTW Plan.
- FY 2018: Modification to expand unit types eligible for project-based vouchers and add a work and/or supportive services requirement.
- FY 2019: Authorization to apply this activity to participants of the Veterans Affairs Supportive Housing (VASH) program was received from HUD in September 2019. That approval, though not granted through the HUD MTW Office, was included in our FY 2019 Annual MTW Plan for informational purposes. A modification to allow HACSB to apply alternative occupancy standards in special circumstances was included in our FY 2019 Annual MTW Plan, Amendment 1.

ii. Description/Impact/Update

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 30% of HACSB's MTW baseline number of units may be allocated for PBV (including RAD-PBV units);
- 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.
 - This flexibility is applied to the first two phases of the Waterman Gardens public housing revitalization project, where single-fund flexibility is utilized to increase RAD contract rents to match local market rent levels, thereby allowing us to generate more private debt and equity necessary for new construction.
 - This component does not apply to the third and final phase of the Waterman Gardens RAD conversion and redevelopment (please see Activity 27: Local Project-Based Voucher Subsidy for Tax Credit Developments for more information about the rent and subsidy calculations applicable to phase three.)
- The rents for Rental Assistance Demonstration (RAD) units will equal the maximum specified under the RAD Notice. This component does not apply to the third and final phase of the Waterman Gardens RAD conversion and redevelopment (please see Activity 27: Local Project-Based Voucher Subsidy for Tax Credit Developments for more information about the rent and subsidy calculations applicable to phase three.)
- HACSB may project-base vouchers for unit types which are not allowable under traditional regulatory PBV. The types of housing which may be assisted through PBV include the following:
 - Shared housing (up to one person per bedroom);
 - Units on the grounds of a penal, reformatory, medical, mental health, or similar public or private institution;
 - Nursing homes or facilities providing continuous psychiatric, medical, nursing services, board and care, or intermediate care;
 - Manufactured homes;
 - Transitional housing;
 - Single-room occupancy;
 - Congregate housing;
 - Other housing types as needed.
- Where appropriate, HACSB will partner with universities, state and local government, and other stakeholders to develop housing and service delivery programs which leverage HACSB and partner resources. Where appropriate and feasible, programs will include both housing and related health care, education, job preparedness, and/or other necessary supportive services for individuals assisted through the programs.
 - To ensure that assisted families receiving on-site supportive services through an HACSB partner continue to reside at the location where the services are provided, HACSB may not provide a tenant-based voucher upon completion of the initial two-year term of assistance. Assisted families will be notified at move-in as to whether they will be eligible to receive a tenant-based voucher.
- HACSB will utilize flexibility in applying occupancy standards for existing and/or new project-based voucher developments. The flexibility will be applied at HACSB's discretion based on a determination of need and circumstances related to a specific development, and will include the following components:

- Alternative Occupancy Standards: Project-based voucher units are subject to HACSB’s traditional occupancy standards, which are currently set at a minimum of two persons per bedroom. However, in certain circumstances, HACSB will permit certain project-based units to be occupied using an alternative occupancy standard of up to two persons per bedroom. This flexibility will allow a family to be over-housed by occupying a larger unit than would normally be permitted under the occupancy standards. (Example: a two-person family may lease a two-bedroom unit.)
 - Written Agreement: Prior to exercising this flexibility, HACSB and the PBV owner/manager will enter into a written agreement which specifies the circumstances under which the alternative occupancy standards may be used, including a requirement for the owner/manager to first undertake and demonstrate a reasonable effort, as defined by HACSB, to lease the subject unit to a family using the traditional occupancy standards.
 - Alternative Subsidy Standards: in the event that the alternative occupancy standards are applied, the HAP for the subject project-based unit will be based on the actual unit size.

This modification is needed to prevent under-utilization of project-based vouchers in certain circumstances. For example, HACSB intends to apply the flexibility offered by this modification would at the Loma Linda Veterans Village apartment development to provide housing to low-income veteran families. The development is comprised of 87 units of which 18 are three-bedroom project-based voucher (PBV) units for veteran families. Under the traditional occupancy standards, the three-bedroom units may only be occupied by five- or six-person families. The development began leasing in Fall of 2018, and management has had great difficulty in identifying large veteran families to occupy the three-bedroom units under the current traditional occupancy standards. As a result, the units are being held vacant while the owner/manager attempts to recruit a five- or six-person family. The flexibility permitted through this component of this activity permits the three-bedroom units to be leased to smaller low-income veteran families who are in dire need of housing, and aligns with HACSB’s strategic goal to ensure that no eligible family waits longer than ten days for assistance.

Rent Reasonableness, HAP, and Vacancy Payments (Shared Housing Units)

HACSB will use its Local Payment Standard (LPS) to determine rent reasonableness and maximum HAP. If a shared housing unit is not fully occupied, HACSB will pay the full HAP for the unit for up to sixty days. After sixty days, the HAP will be prorated to reflect the percentage of occupied bedrooms

Additional Requirements

Our approved FY 2018 Annual MTW Plan included the addition of a requirement for the PBV project developer/manager to administer a work requirement and/or supportive services program for some project-based voucher (PBV) contract awards. This component has not yet been implemented.

The requirement will apply only if the number of PBV units exceeds a reasonable number or percentage of the total units in the development. The requirement will not apply to developments where conflicting regulation or law exists. HACSB intends to apply this proposed modification

only to new PBV awards. A work requirement and/or supportive services requirement would not be applied to existing PBV contracts unless agreed upon by the owner.

When a PBV award includes a work requirement, the work requirement will apply only to non-elderly and non-disabled (career-able) families residing in PBV units. Adult family members will be required to participate in work-related activities for a minimum of fifteen hours per week. Work-related activities shall include activities removing barriers to gainful employment, activities leading to gainful employment, and employment. HACSB will require the developer/manager to provide supportive services to these families. Supportive services may include, but are not limited to, job skills/employment coaching and job search services, life skills classes, and other services designed to help families meet the work requirement.

For some PBV awards, HACSB may include a supportive services requirement only. Supportive services may include, but are not limited to, educational and employment services, life skills classes, assistance accessing community resources, and other services.

Activity 11: Local Project-Based Voucher Program				
CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. Cost calculation: 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 is \$687.72 There were no PBV Requests for Proposal in FY 2020. Cost calculation: 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				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is 12 hours per contract. There were no PBV Requests for Proposal in FY 2020.	Yes, the outcome meets the benchmark for this activity.

Activity 11: Local Project-Based Voucher Program HC #4: Displacement Prevention				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	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. (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 1,200 households with income at or below 80% of AMI residing in HACSB PBV units at the end of FY 2020.	Yes, the outcome meets the benchmark for this metric.

Activity 11: Local Project-Based Voucher Program				
Local Metric: Units of Project-Based Voucher Assistance Added to the HACSB Portfolio				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of units added to the HACSB portfolio as a result of this activity.	349 units. At the time of implementation 3.76% of the HACSB portfolio consisted of PBV units.	1,856 units. Total PBV units, including units owned by HACSB or its affiliates, will increase to no more than 30% of the HACSB portfolio.	2,889 current and committed PBV units. HACSB has increased its PBV units to 30% of its MTW portfolio (2,889 current and committed units/9,720 MTW baseline units)	Yes, the outcome meets the benchmark.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

The benchmark for the local metric was revised to align with the 30% PBV unit cap established through this activity.

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 12: Local Payment Standards and Alternative Flat Rents

i. Plan Year Approved, Implemented, Amended

- FY 2009: Initial approval.
- FY 2011: Implemented on July 1, 2011 for all new lease ups and recertifications
- FY 2012: Modified to use the maximum subsidy as determined through HACSB's annual market rent study as the guideline in determining the contract rent for voucher units.
- FY 2015: Modification proposed but not approved via Amendment 1B to our FY 2015 Plan. Per HUD's request, the proposed modification was re-proposed and approved through HACSB's FY 2017 Annual MTW Plan.
- FY 2017: Modified to apply Local Payment Standards as the maximum flat rent for Public Housing units.
- FY 2019: Authorization to apply this activity to participants of the Veterans Affairs Supportive Housing (VASH) program was received from HUD in September 2019. That approval, though not granted through the HUD MTW Office, was included in our FY 2019 Annual MTW Plan for informational purposes.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient.

This MTW activity allows HACSB to conduct a market assessment to identify submarket areas and develop Local Payment Standards for those submarket areas in lieu of the HUD-prescribed Fair Market Rents. The Local Payment Standards accurately reflect the diverse rental submarkets that exist across the vast San Bernardino County.

Our FY 2017 Annual MTW Plan expanded the use of Local Payment Standards to replace the HUD-published Fair Market Rents as the indicator for establishing flat rents in the HACSB public housing portfolio. The annually established Local Payment Standards by submarket and bedroom size are used to determine the maximum flat rent that can be charged to public housing residents. The actual flat rent may fall below the Local Payment Standard based on a comparison of like units in the same area consistent with standard industry rent comparable practices. If an annual review of the Local Payment Standards indicates an increase or decrease of more than 10% from the current rate, the public housing flat rent will be re-assessed. The new flat rents will be applied in accordance with the rent increase process as detailed in our Admissions and Continued Occupancy Policy and related Codes of Federal regulation that govern our public housing program.

The modification to allow the Local Payment Standards to be applied to families participating in the Veterans Affairs Supportive Housing (VASH) program was implemented for new VASH leases (unit changes and new admissions) effective January 1, 2021.

Since implementation, this activity has shown a significant improvement in the number of families able to move to areas of opportunity. We have met the benchmark for our local metric which measures the number of households residing in the two submarkets with the highest poverty and minority concentration. The number of households residing in these two submarkets has decreased by a combined 14% since implementation. This change reflects an increase in the number of families that have chosen to lease in other areas of San Bernardino County.

Activity 12: Local Payment Standards CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. Cost calculation: 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)	\$12,190. Cost calculation: 3,364 hours X \$33.49	Yes, the outcome meets the benchmark for this activity.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. (FY 2015 data used to establish baseline as pre-implementation data is unavailable) Staff Time Calculation: 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. (The baseline value is based on FY 2015, and the activity is fully implemented)	364 Hours.	Yes, the outcome meets the benchmark for this activity.

Activity 12: Local Payment Standards HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	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 308. (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.	The number of households that would have lost assistance or had to move without this activity is 2,267.	Yes, the outcome meets the benchmark for this activity.

Activity 12: Local Payment Standards Local Metric: Average HAP Cost				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 pre-implementation data 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 is \$835.	No. However, the change is believed to be the result of increasing market rents and annual updates to payment standards, which are unrelated to the flexibility authorized through this activity.

Activity 12: Local Payment Standards				
Local Metric: Households Able to Move from Areas of Poverty and/or Minority Concentration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households residing in submarkets 2 and 6	The percentage of households residing in submarkets 2 and 6 prior to implementation are: Submarket 2: 25% Submarket 6: 21%	The percentage of households residing in submarkets 2 and 6 will decrease by a total of 8% in three years (2014). Submarket 2: 21% Submarket 6: 17%	The percentage of households residing in submarkets 2 and 6 reflect a 14% total decrease: Submarket 2: 20% (5% decrease) Submarket 6: 12% (9% decrease)	Yes, the outcome meets and exceeds the benchmark for this activity.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

The time study method was revised for the FY 2019 MTW Report. A sample of files were selected for the study and were tracked to determine the total time spent identifying and applying the correct Local Payment Standard. HACSB intends to use this method for all future time studies.

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* was corrected per HUD's comments during the approval process for HACSB's 2015 Annual MTW Plan. The data previously reported using HC #5 is reported using the local metric *Households Able to Move from Areas of Poverty and/or Minority Concentration*. HC #5 reflects the number of households whose contract rent exceeds 110% of the HUD-Published Fair Market Rent (FMR) and therefore would not be able to lease the selected unit without the HACSB Local Payment Standard Activity. The baseline for this metric was corrected in FY 2018.

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 identify potential HAP savings related to this activity.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 13: Local Inspection Policies

i. Plan Year Approved, Implemented, Amended

- FY 2010: Initial approval. Implemented May 1, 2011.
- FY 2015: Modified to expand biennial inspections to all MTW units.
- FY 2016 and FY 2017: Expanded biennial inspections implemented for all MTW units.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/ COVID-19 pandemic.

ii. Description/Impact/Update

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. Biennial inspections are conducted for all units, and the property rating system previously used to determine the frequency of inspections for each unit was eliminated.

In FY 2013, HACSB completely outsourced our HCV inspections. This change resulted in additional staff time and cost savings. We continue to perform quality control inspections 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 remained well above the expected outcome.

As a result of the COVID-19 pandemic, most unit inspections for FY 2020 were postponed by one year in order to comply with state and local social distancing guidance for reducing the spread of the illness, limiting the number of in-person inspections performed. At the time of this report, the pandemic is ongoing and most inspections have been or will be postponed until it is safe and practical to resume in-person inspections.

Activity 13: Local Inspection Policies CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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	\$388,066. Calculation of Cost: \$899 Staff cost, \$387,167 Contract cost	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 13: Local Inspection Policies CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. Staff Time Calculation: 1.3 hours per inspection X 11,978 inspections performed.	Expected amount of total staff time dedicated to the task after implementation of the activity is 12,282 hours.	27 hours.	Yes, the outcome meets and exceeds the benchmark for this metric. Note: In FYE 2020, in-person inspections were suspended due to the COVID-19 pandemic and related Stay-At-Home order issued by the California Governor.

Activity 13: Local Inspection Policies CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	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 is 2.4% (1 error in 42 files).	Yes, the outcome meets and exceeds the benchmark for this metric.

2. Challenges and Strategy Revisions

None.

iv. Actual Changes to Metrics/Data Collection

The time study method was revised for the FY 2019 MTW Report. A sample of files were selected for the study and were tracked in real-time to determine the total time to conduct and process the inspection. HACSB intends to use this method for all future time studies. However, a time study could not be performed for FYE 2020 due to the COVID-19 pandemic and the postponement of most in-person inspections. Time study values from the FY 2019 Annual MTW Report were used for this FY 2020 Report.

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 14: Local Asset Management Program

i. Plan Year Approved, Implemented, Amended

- FY 2010: Initial approval.

ii. Description/Impact/Update

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.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 18: Property Management Innovation

i. Plan Year Approved, Implemented, Amended

- FY 2011: Initial approval. Implemented on January 1, 2012.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

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.

As a result of HACSB's ongoing conversion of our entire Public Housing portfolio through the Rental Assistance Demonstration (RAD) program, the following components of this activity were eliminated in FY 2016 and FY 2017:

- a. 3-Day Notice to Pay or Quit
- g. Modified grievance process

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				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 cost 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 \$45 per unit month.	Actual average per unit contract vacancy turnaround expenses is \$35.35 per unit month.	Yes, the outcome meets the benchmark for this metric.

Activity 18: Property Management Innovation CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 will decrease by 2.7 hours per hearing (50%).	0 Hours in FY 2020.	Yes, the outcome meets and exceeds the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

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

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

As a result of the conversion of HACSB's Public Housing sites through the Rental Assistance Demonstration (RAD) program, families residing at the formerly Public Housing sites may choose to exercise mobility with a tenant-based voucher. This change has resulted in increased vacancies at the sites, which has increased total unit turnaround expenses. HACSB anticipated that the RAD conversions would result in increased unit turnover and requested from HUD authorization to apply its MTW Activity #7, Controlled Program Moves, to mitigate the impact of the conversions by permitting families to exercise mobility after two years of residence. This request was not granted. Through its FY 2021 Annual MTW Plan, HACSB revised the benchmark for the average per unit vacancy turnaround expenses component of metric CE #1 from \$11 per unit month to \$45 per unit month. HACSB will continue to monitor turnaround expenses resulting from the increased unit turnover and determine if strategy revisions are needed.

Activity 19: Local FSS Program

i. Plan Year Approved, Implemented, Amended

- FY 2011: Initial approval. Implemented on July 1, 2012.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

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. Families may also withdraw a portion of their FSS escrow savings balance during participation in the Local FSS program for certain self-sufficiency-related activities.

This activity has resulted in positive outcomes related to earned income and savings for participating families as reported in the following metrics.

Activity 19: Local FSS Program SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	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 is \$22,113.	Yes, the outcome meets and exceeds the benchmark for this metric.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is \$2,755.	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

Unit of Measurement	Baseline	Benchmark	Outcome ⁷	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	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 work-able 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 work-able households with full-time employment is 0.	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. Only two families are in the Local FSS program at FYE 2020.
	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 is 0%.	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. Only two families are in the Local FSS program at FYE 2020.

⁷ Outcomes for SS #3 are based upon self-reported data collected from families and may not include all active families.

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

(2) Employed Part-Time	Head(s) of work-able 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 is 0.	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. Only two families are in the Local FSS program at FYE 2020.
	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 is 0%.	
(3) Enrolled in an Educational Program	Head(s) of work-able 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 work-able households enrolled in an educational program is 0.	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. Only two families are in the Local FSS program at FYE 2020.
	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 is 0%.	

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

(4) Enrolled in Job Training Program	Head(s) of work-able 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 work-able households enrolled in job training program is 1.	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. Only two families are in the Local FSS program at FYE 2020.
	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 households enrolled in job training program is 50%.	Yes, the outcome meets the benchmark for this metric. However, the number of heads of household enrolled in our local FSS program has decreased. Only two families are in the Local FSS program at FYE 2020.
(5) Unemployed	Head(s) of work-able 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 work-able households unemployed is 1.	Yes, the outcome meets the benchmark for this metric. However, the number of heads of household enrolled in our local FSS program has decreased. Only two families are in the Local FSS program at FYE 2020.
	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 households unemployed is 50%.	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. Only two families are in the Local FSS program at FYE 2020.

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

(6) Other	Head(s) of work-able 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 work-able households participating in other activities, leading to positive outcomes in employment status is 1.	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. Only two families are in the Local FSS program at FYE 2020.
	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 is 50%.	Yes, the outcome meets the benchmark for this metric. However, the number of heads of household enrolled in our local FSS program has decreased. Only two families are in the Local FSS program at FYE 2020.

Activity 19: Local FSS Program				
SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	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 is 1 (50%).	Yes, the outcome meets the benchmark for this metric. However, the number of heads of household enrolled in our local FSS program has decreased. Only two families are in the Local FSS program at FYE 2020.

Activity 19: Local FSS Program				
SS# 5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	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 is unknown.	The outcome is unknown. Due to significant staffing challenges, HACSB was unable to document the number of Local FSS families receiving self-sufficiency services.

Activity 19: Local FSS Program				
SS# 6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	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 is \$968.	No, the outcome does not meet the benchmark for this metric. The rising HAP cost appears to be the result of increased market rents, as tenant rent portions are also increasing.

Activity 19: Local FSS Program SS# 7: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is \$607.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 19: Local FSS Program SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. For this activity, HACSB defines self-sufficiency as graduation from the Local FSS program, which consists of "Termination of housing assistance through the Public Housing or Housing Choice Voucher program due to self-sufficiency efforts."	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 2020 is 0. The cumulative total is 6. 0 in FY 2014, 0 in FY 2015, 2 in FY 2016, 1 in FY 2017, 2 in FY 2018, 1 in FY 2019, 0 in FY 2020	No, the outcome does not meet the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

HACSB experienced significant staffing challenges within the Family Empowerment Services (FES) team, previously titled the Career Development Initiatives (CDI) team, beginning in mid-FY 2019 and continuing through FY 2020. As a result of those challenges HACSB was unable to document the number of Local FSS families receiving self-sufficiency services. This is reflected in metric SS #5. HACSB is in the process of strengthening protocol and ensuring that the FES team is adequately staffed. We anticipate that future reports will again report positive outcomes in these areas.

Activity 20: Term-Limited Assistance Program (formerly “Five-Year Lease Assistance Program” and “Term Limits”)

i. Plan Year Approved, Implemented, Amended

- FY 2011: Initial approval. Implemented on January 1, 2012.
- FY 2015: Modified to include noncompliance with the household’s Supportive Services Agreement as a reason for termination of assistance.
- FY 2016: Modified to include an intake hardship exemption for extremely low-income and Triage Step 3 households and to expand the end-of-term hardship exemption. This modification was not implemented.
- FY 2017: Modified to include income-based subsidy calculation for new families joining the program, requirement for families to lease a unit with no more than one bedroom more or less than their voucher size, a post-assistance tracking survey process, and approval to implement incentives for families to move to areas of opportunity.
- FY 2018: Modified to include right-size unit restriction, limitation on the approvable amount of rent increases, and a limitation on the amount of subsidy paid on behalf of over-housed families.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/ COVID-19 pandemic.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to give incentives to families with children whose head of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient.

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. This activity applies to new non-elderly and non-disabled households admitted to the Housing Choice Voucher program from HACSB’s waiting list, porting in from another jurisdiction, or exercising mobility from HACSB project-based voucher sites⁸. Families served through this activity are provided with up to five years of housing assistance and supportive services, with the possibility for extension through a hardship exception that may provide up to two years of additional assistance.

Subsidy Calculation:

Families participating in the activity before November 1, 2017: the housing subsidy is set at 50% of the applicable payment standard for the unit selected by the family.

⁸ Excludes legacy families exercising mobility from an HACSB Rental Assistance Demonstration (RAD) Project-Based Voucher (PBV) site.

Families joining the activity on or after November 1, 2017: the subsidy calculation mirrors the Streamlined Fixed Assistance Program for New Non-Elderly/Non-Disabled Households. Under that calculation, the family's rent share (TTP) is the greatest of a percentage of their gross income, the minimum rent, or baseline rent.

A subsidy limitation also applies to families served through this activity. To encourage families to select units that are appropriately sized and most likely to be affordable to the family when coupled with the rental subsidy, HACSB will apply a subsidy limitation to over-housed families. Over-housed families are those who have voluntarily selected and leased a unit that is larger than their voucher size. For example, a family with a two-bedroom voucher may choose to lease a three-bedroom unit. In these instances, the rental subsidy is capped by the applicable HACSB Local Payment Standard. However, in many cases the contract rent for the larger unit exceeds the contract rent for a unit that is the same size as the voucher issued to the family, which results in a greater family rent share than if the family had selected a smaller unit. Additionally, this scenario increases the HAP subsidy, often to the maximum allowable amount. Through this activity, HACSB will limit the maximum subsidy for over-housed families to the average subsidy rate for families that are not over-housed with the same size voucher. This component has not been implemented at the time of this report, but may be implemented during FY 2021.

Supportive Services:

During the term of assistance, HACSB also provides supportive services to the family through its Family Empowerment Services (FES) team, previously titled the Career Development Initiatives (CDI) team. Services include:

- Needs assessment at intake to determine whether families have the prerequisite resources needed to be successful in this program;
- Development of an individualized action plan for success;
- Access to Workforce Development Specialists through the County Workforce Development Department;
- Onsite access to a Family Stabilization Specialist and Employment Services Specialist through HACSB's contract with the San Bernardino County Transitional Assistance (welfare) Department;
- Access to other resources designed to provide the family with meaningful support and tools to enhance the family's chances for success.

Mobility:

For families who initially leased under this activity prior to September 21, 2015, and who port to another jurisdiction during the term of assistance, the term limit will continue to apply unless the household is absorbed by the receiving agency. For families who initially lease under this program on or after September 21, 2015, and who port to another jurisdiction during the term of assistance, the administration of the voucher will be in accordance with the receiving PHA's policies in accordance with the Federal Register notice published September 21, 2015.

Hardship Exemptions:

HACSB recognizes that the expiration of assistance may present a hardship for some families, and has developed hardship exemptions in four categories:

1. Completion of Self-Sufficiency Activity: to allow the family to complete an educational, job training, or other approved self-sufficiency activity.
2. Unforeseen and Involuntary Loss of Income
3. Near-Elderly Family: if the head of household will reach age 62 no later than six (6) months after the end of term or any applicable extension, the household may request a transfer to HACSB's Streamlined Lease Assistance for Elderly/Disabled Families.
4. Other Reasons: this category allows HACSB to approve an extension of assistance for rare or unusual circumstances, such as PHA error.

To be eligible for a hardship exemption, the family must have complied with all requirements of the program, including the Supportive Services Agreement. Any approved extension shall not exceed two years, and shall be approved in increments of six or twelve months as determined by HACSB.

Emergency Operations:

HACSB proposed and received approval for the following modifications to this activity through its FY 2020 Annual MTW Plan, Amendment 2.

In the event of a local disaster, emergency, or other situation which affects the health and/or safety of HACSB customers, employees, and/or the general public, HACSB may implement certain temporary changes to this activity to ensure continuity of operations to the extent possible and practical. Such changes will be referred to as "emergency operations".

As a result of the COVID-19 pandemic, and in order to comply with the recommendations of the Center for Disease Control (CDC), the Executive Order issued by California Governor Newsom on March 19, 2020, and other guidance from local, state, and federal agencies, HACSB has taken steps to reduce contact between individuals, including closing offices to the public and reducing the number of employees in the office through telework and alternative work schedules. As a result, some operations have been deferred to a later time. The emergency operations modifications to this activity are:

- To the extent possible, HACSB will conduct annual meetings between TLA participants and their CDI caseworker by telephone or using virtual meeting technology. If this is not possible, HACSB will defer the annual meetings until it is safe, feasible, and practical to conduct them in accordance with normal procedures;
- The end of term (EOT) for any TLA participant with an EOT scheduled to occur between April 1 and September 30, 2020, will be delayed by six months. This timeframe may be extended to comply with local, state, and federal guidance/requirements surrounding the current crisis.

Total Term:

The total term of assistance under the program, including any approved hardship exemption, shall not exceed seven years, except in the case of families who received the automatic six-month extension under HACSB's Emergency Operations for this activity.

Unit Size Limitation:

Households assisted under the Term-Limited Assistance Program must select a unit whose number of bedrooms is within one bedroom of the voucher size. For example, a family with a two-bedroom voucher may select a one-, two-, or three-bedroom unit. The intent of this limitation is to ensure that households choose a unit that is appropriately sized and affordable for their income situation. Over-housed families are also more costly to house than families in right-sized units. As a result, HACSB requested and received approval through its 2018 MTW Plan to require participant families to lease a unit that is the same size as their voucher. This modification has not yet been implemented, but HACSB may implement the change in FY 2021.

Incentive to Move to Areas of High Opportunity:

HACSB may provide incentive to families served through this activity to move to areas of high opportunity, as identified by HACSB.

Post-Assistance Tracking Incentive:

HACSB has partnered with Loma Linda University (LLU) to utilize a survey system to collect information from Term-Limited Lease Assistance families at exit and annually for two years post-assistance. Although participation in the survey is voluntary, a monetary incentive is provided for families completing the survey. Families receive the incentive payment only upon completion of each survey.

In the three years since the exit survey began, 480 families have participated. The survey helps HACSB to understand families' circumstances after they leave housing assistance through this activity. Many families reported appreciation for the program, that the program and services helped them move toward their goals, permitted them to live in desirable areas, and offered a better life after assistance ended. Some families also indicated that additional accountability on the part of the family, such as required workshops and progress reports, would be beneficial to families participating in the future.

Rent Increase Limitation:

Through its 2018 MTW Plan HACSB was granted authorization to limit the value of approvable rent increases to an amount less than the average value of previously approved rent increases. For example, the average value of rent increases approved in FY 2016 was 10% of the previous contract rent. This modification would permit HACSB to cap the rent increase at a value less than 10% of the previous contract rent. This modification will provide HACSB with a mechanism to slow the HAP cost increases resulting from continued rent increases. However, HACSB intends to implement this flexibility only if internal analysis demonstrates that it is necessary to ensure financial viability of the program.

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. Thirteen (13) 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 activity, as the most successful families are removed from housing assistance before their term of assistance is complete.

Activity 20: Term-Limited Lease Assistance Program SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	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 Term-Limited 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 is \$12,975	No, the benchmark for 9/30/2018 has not yet been reached.

Activity 20: Term-Limited Lease Assistance Program SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome⁹	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	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.

⁹ Outcomes for SS #3 are based upon self-reported data collected from families participating in the TLA program and may not include all active TLA families.

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

(1) Employed Full-Time	Head(s) of work-able 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 work-able households with full-time employment is 206.	No. Please see note following this table.
	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 is 48%.	Yes, the outcome meets the benchmark for this activity.
(2) Employed Part-Time	Head(s) of work-able 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 work-able households with part-time employment is 60.	No. Please see note following this table.
	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 is 14%.	No. Please see note following this table.
(3) Enrolled in an Educational Program	Head(s) of work-able 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 work-able households enrolled in an educational program is 46.	No. Please see note following this table.
	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 households enrolled in an educational program is 11%.	No. Please see note following this table.

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

(4) Enrolled in Job Training Program	Head(s) of work-able 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 work-able households enrolled in a job training program is 12.	No. Please see note following this table.
	Percentage of total work-able households 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 households enrolled in a job training program is 3%.	No. Please see note following this table.
(5) Unemployed	Head(s) of work-able 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 work-able households unemployed is 162.	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 is 38%.	Yes, the outcome meets and exceeds the benchmark for this metric.
(6) Other	Head(s) of work-able 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 work-able households participating in other activities, leading to positive outcomes in employment status is 28.	No. Please see note following this table.
	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 households participating in other activities, leading to positive outcomes in employment status is 7%.	No. Please see note following this table.

Note: The number of participants in the Term-Limited Lease Assistance (TLA) program fluctuates from year to year. In FY 2019, the number of participants increased substantially due to HACSB leasing efforts. As a result, the number of TLA families in their first years of assistance (when household income and employment levels are typically at their lowest) is larger than in previous years. This, coupled with the losses of income resulting from the COVID-19 pandemic and related Stay-At-Home orders, is believed to be the reason the benchmark goals based on the number and percentages of families in each of the categories measured through SS #3 were not reached. We expect that these outcomes will improve as these families increase their income and employment levels during their terms of assistance, and as the local and national economy recover from the fiscal impacts of the pandemic.

Activity 20: Term-Limited Lease Assistance Program				
SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	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%) ¹⁰ .	Actual number of Term-Limited Lease Assistance households receiving TANF after implementation of the activity is 370 (35%).	Yes, the outcome meets and exceeds the benchmark for this metric.

¹⁰ The expected number of Term-Limited Lease Assistance (TLA) households receiving TANF was added to the benchmark and outcome for this metric beginning with HACSB's FY 2017 report. The number is not an accurate representation of the outcomes related to this activity due to fluctuations in the number of households participating in the 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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is unknown.	No. Please see note in section vi of this activity.

Activity 20: Term-Limited Lease Assistance Program SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.
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 2020 is 127. The cumulative total is 628. 0 in FY 2014, 6 in FY 2015 36 in FY 2016, 163 in FY 2017, 217 in FY 2018, 79 in FY 2019, 127 in FY 2020	Yes, the outcome meets the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

HACSB experienced significant staffing challenges within the Family Empowerment Services (FES) team, previously titled the Career Development Initiatives (CDI) team, beginning in mid-FY 2019 and continuing through FY 2020. As a result of those challenges HACSB was

unable to document the number of Local FSS families receiving self-sufficiency services. This is reflected in metric SS #5. HACSB is in the process of strengthening protocol and ensuring that the FES team is adequately staffed. We anticipate that future reports will again report positive outcomes in these areas.

Activity 22: Streamlined Lease Assistance Program

i. Plan Year Approved, Implemented, Amended

- FY 2013: Initial approval.
- FY 2015: Implemented February 1, 2015.
- FY 2016: Modified to add “Streamlined Fixed Lease Assistance for New Non-Elderly/Non-Disabled Households”.
- FY 2017: Modified to add a unit size limitation for tenant-based voucher programs.
- FY 2018: Modified the rent tiers for career-able families currently participating in the Streamlined Tiered Lease Assistance program from 21/24/27/30% to 30/33/36%.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

Through this activity, HACSB 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 current and new households except those admitted to the TLA activity before November 1, 2017.

The rent for families in the Streamlined Lease Assistance program is calculated based on a percentage of gross annual income. A minimum rent and baseline rent also apply. The rent percentages were established based on analysis that included deductions and allowances permitted under traditional program regulations, and therefore no deductions or allowances are applied to the calculated rent amount calculated. Households participate in either fixed assistance or tiered assistance, based upon family type.

Fixed Assistance Program for Elderly/Disabled Households:

Families admitted prior to January 1, 2019: The family’s rent share (TTP) is the greatest of 24% of their gross income, the minimum rent, or baseline rent for the duration of assistance.

Families admitted on or after January 1, 2019: The family’s rent share (TTP) is the greatest of 30% of their gross income, the minimum rent, or baseline rent for the duration of assistance.

Tiered Assistance Program for Non-Elderly/Non-Disabled (Career-Able) Households:

The family’s rent share (TTP) begins at the greatest of 30% of their gross income, the minimum rent, or baseline rent. The income percentage may increase by 3% at each subsequent biennial recertification to a maximum of 36%. HACSB intends to implement the additional rent tiers of 33% and 36% only if internal analysis demonstrates that it is necessary to ensure financial viability of the program without terminating assistance or serving fewer families.

HACSB's minimum rent activity also applies for both Fixed and Tiered assistance. Additionally, a baseline rent for the family 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 rent amount is applied as the family's rent share.

Unit Size Limitation (Tenant-Based Voucher Programs Only):

In order to ensure that households choose a unit that is appropriately sized and affordable for their income situation, households assisted under the Streamlined Lease Assistance Program must select a unit whose number of bedrooms is within one bedroom of the voucher size. For example, a family with a two-bedroom voucher may select a one-, two-, or three-bedroom unit.

Our FY 2018 MTW Plan included approval to require families to select a unit that is the same size as their voucher. Families would not be permitted to lease an over-sized unit. This modification has not yet been implemented but may be implemented in FY 2021.

Subsidy Limitation:

To encourage families to select units that are appropriately sized and most likely to be affordable to the family when coupled with the rental subsidy, HACSB intends to implement a subsidy limitation for over-housed families. These are families that have voluntarily selected and leased a unit that is larger than their voucher size. For example, a family with a two-bedroom voucher may choose to lease a three-bedroom unit. In these instances, the rental subsidy is capped by the HACSB Local Payment Standard. However, in many cases the contract rent for the larger unit exceeds the contract rent for a unit that is the same size as the voucher issued to the family, which results in a greater family rent share than if the family had selected a smaller unit. Additionally, this scenario increases the HAP subsidy, often to the maximum allowable amount of HACSB's Local Payment Standard. Through this activity, HACSB may limit the maximum subsidy for over-housed families to the average subsidy rate for families that are not over-housed with the same size voucher. This modification has not yet been implemented but may be implemented in FY 2021.

Rent Increase Limitation (voucher programs only):

HACSB's FY 2018 MTW Plan included approval to limit the value of approvable rent increases to an amount less than the average value of previously approved rent increases. For example, the average value of rent increases approved in FY 2016 was 10% of the previous contract rent. HACSB is permitted to cap the rent increase at a value less than 10% of the previous contract rent. HACSB intends to implement this flexibility only if internal analysis demonstrates that it is necessary to ensure financial viability of the program. At the time of this writing, this flexibility has not been implemented but may be implemented in FY 2021.

Activity 22: Streamlined Lease Assistance Program CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 \$165,492 staff cost + \$11,032 postage cost Staff Cost Calculation: 4,943 hours X \$33.48 per hour	\$158,872 in FY 2017 and beyond.	\$145,831. \$138,975 staff cost + \$6,856 postage cost Staff Cost Calculation: 4,151 hours X \$33.48 per hour	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 22: Streamlined Lease Assistance Program CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 Staff Time Calculation: 4,413 recertifications X 1.12 hours per recertification.	4,449 hours in FY 2017 and beyond.	4,151 Hours. Staff Time Calculation: 3,706 SLA recertifications performed X 1.12 hours per recertification.	Yes, the outcome meets and exceeds the benchmark for this metric.

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

Unit of Measurement	Baseline¹¹	Benchmark	Outcome	Benchmark Achieved?
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%.	The average error rate of recertifications is not expected to change as a result of this activity.	The actual average error rate of recertifications is 3.45%.	Yes, the outcome meets and exceeds the benchmark for this metric.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	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.	The actual average earned income of Streamlined Lease Assistance households is \$5,894.	Yes, the outcome meets and exceeds the benchmark for this metric.

¹¹ Data from FY 2014 was used to determine the baseline percentage.

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

Unit of Measurement	Baseline¹²	Benchmark	Outcome¹³	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	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 work-able households employed full-time in FY 2016 is 76.	Expected head(s) of households with full-time employment after implementation of the activity is 103 by FY 2021.	Actual heads of work-able households with full-time employment is 815.	Yes, the outcome meets and exceeds the benchmark for this metric.
	Percentage of total work-able households employed full-time in FY 2016 is 29%.	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 is 33%.	No, this outcome does not meet the benchmark for this metric. The timeframe to achieve the benchmark has not yet been reached.

¹² 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.

¹³ Outcomes for SS #3 are based upon self-reported data collected from families and may not include all active families.

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

(2) Employed Part-Time	Head(s) of work-able households employed part-time in FY 2016 is 58.	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 work-able households with part-time employment is 430.	Yes, the outcome meets the benchmark for this metric.
	Percentage of total work-able households employed part-time in FY 2016 is 22%.	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 is 18%.	No, this outcome does not meet the benchmark for this metric.
(3) Enrolled in an Educational Program	Head(s) of work-able households enrolled in an educational program in FY 2016 is 27.	No change is anticipated. This activity is expected to result in employment changes, but no changes to educational activity.	Actual heads of work-able households enrolled in an educational program is 177.	Yes, the outcome meets the benchmark for this metric.
	Percentage of total work-able households enrolled in an educational program in FY 2016 is 10%.	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 is 7%.	No, this outcome does not meet the benchmark for this metric in percentage terms.
(4) Enrolled in Job Training Program	Head(s) of work-able households enrolled in a job training program in FY 2016 is 5.	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 is 30.	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%.	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 is 1%.	No, this outcome does not meet the benchmark for this metric in percentage terms.

Activity 22: Streamlined Lease Assistance Program - 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 is 1,204.	Yes, the outcome meets and exceeds the benchmark for this metric.
	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 is 49%.	Yes, the outcome meets and exceeds the benchmark for this metric.
(6) Other	Head(s) of work-able households engaged in other activities in FY 2016 is 13.	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 is 132.	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%.	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 is 5%.	Yes, the outcome meets the benchmark for this metric.

Activity 22: Streamlined Lease Assistance Program SS# 4: Households Removed from Temporary Assistance for Needy Families (TANF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	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 is 1,608 (19%) of current Streamlined Lease Assistance households.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 22: Streamlined Lease Assistance Program SS# 6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	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 is \$804.	No. However, tenant rent shares are increasing (see SS #7).

Activity 22: Streamlined Lease Assistance Program SS# 7: Increase in Tenant Rent Share				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 is \$420.	Yes, the outcome meets and exceeds the benchmark for this metric.

Activity 22: Streamlined Lease Assistance Program SS #8: Households Transitioned to Self-Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 2020 is 29. Cumulative total is 176. 11 in FY 2015 29 in FY 2016 15 in FY 2017 60 in FY 2018 32 in FY 2019 29 in FY 2020	Yes, the outcome meets and exceeds the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

The time study method was revised for the FY 2019 MTW Report. A sample of files were selected for the study and were tracked in real-time to determine the total time to process the Streamlined Lease Assistance recertification. HACSB intends to use this method for all future time studies.

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.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 23: No Child Left Unsheltered

i. Plan Year Approved, Implemented, Amended

- FY 2014: Initial Approval through HACSB's FY 2014 Annual MTW Plan. Implemented on April 1, 2015.
- FY 2015: Modified to expand program eligibility criteria.
- FY 2018: Modified to add twenty tenant-based vouchers for the foster care component.
- FY 2019: Modified through HACSB's FY 2019 Annual MTW Plan, Amendment 1, to add an automatic transition to HACSB's TLA or SLA activity after two years of participation in NCLU for families newly participating in the activity.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

The No Child Left Unsheltered program 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 (NCLU) will help address extremely critical needs of unsheltered families in the county by offering Housing Choice Voucher rental subsidies to families who are identified as eligible unsheltered homeless families with children. The program will also provide families with supportive services and resources such as emergency relief, school connections with community support, and job training for parents.

Through this activity, HACSB has set aside forty (40) Housing Choice Vouchers to be made available to eligible families. The rental subsidy is calculated using the Streamlined Lease Assistance program methodology. 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 waiting list using a preference specifically for this program.

Our FY 2019 Annual MTW Plan, Amendment 1, included a modification to this activity to automatically transition eligible families to another HACSB housing program after two years of participation in NCLU. This modification will apply to new NCLU families only.

Foster Care Component

Through our FY 2018 Annual MTW Plan, we modified this activity to add twenty (20) units to allow participation by young adults participating in the Department of Children and Family Services Foster Care Aftercare program. Services will target low-income young adults age 18-21 in the Aftercare program who need housing support to transition to stable independent living. Individuals in the Aftercare program receive only limited services through the Foster Care program and are ineligible for housing support through the Foster Care program. Assistance under this component will be subject to the availability of funds. To be eligible for housing support through this component of the NCLU program, the household must:

- Be referred by the San Bernardino County department of Children and Family Services; and
- Be a low-income family as defined by HUD; and
- Meet HACSB’s criminal history background screening requirements; and
- Be an active participant in the Aftercare program.

HACSB anticipates that the individuals served through this program will be primarily single individuals, but may also include families with one or more dependent children.

Through this component, HACSB will provide each eligible family up to three years of housing support through the Housing Choice Voucher program. The term of support will coincide with the family’s enrollment in the Aftercare program, and the subsidy will be calculated using HACSB’s Streamlined Lease Assistance program (MTW Activity 22) methodology. Additionally, the family will be required to engage in supportive services through HACSB’s Career Development Initiatives (CDI) department and to complete an Individual Training and Services Plan. To ensure that services provided by the Foster Care program and HACSB’s FES department continue to be accessed during the term of assistance, the family may not exercise portability or mobility.

The family may request an extension of assistance of up to one year beyond their participation in the Foster Care Aftercare program. HACSB will apply the same hardship eligibility criteria and approval procedures as established for the Term-Limited Lease Assistance Program (MTW Activity 20).

Unit Designation

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), approved by HUD through HACSB’s 2009 Annual MTW Plan. Families housed through this activity typically have significant challenges in locating housing through the traditional tenant-based voucher program. This award gives HACSB, as the property owner, the ability to house the 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 within this non-traditional 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 follows:

Property Owner	Number of Units	Communities
HACSB	26	Kingsley Patio Homes, Montclair Stone Creek Apartments, Loma Linda Sunset Gardens, Yucaipa Hampton Court Apartments, Redlands Andalusia, Victorville Mesa Gardens, Hesperia
HPI Property Acquisitions LLC	10	Kendall Drive Apartments, San Bernardino

Property Owner	Number of Units	Communities
		Kendall Park Apartments, San Bernardino
Summit Place LLC	4	Summit Place, Ontario

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 for this vulnerable population are varied, the evaluation has shown that families benefit from the housing stability achieved through participation. Families experiencing homelessness, particularly for prolonged periods while raising young children, benefit from a safe-haven period during which time their goals are focused primarily on retaining housing, strengthening family relationships, and recovering from the trauma of homelessness. In addition to this safe-haven period, the NCLU activity provides families the opportunity to begin working toward other financial, educational, employment, and personal goals while their housing is stable and secure.

Activity 23: No Child Left Unsheltered CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 \$80,750 in FY 2020 (no update for FY 2020).	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?
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.
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).	The number of households transitioned to self-sufficiency prior to implementation of the activity is 0.	The expected number of households transitioned to self-sufficiency after implementation of the activity is 0.	The actual number of households transitioned to self-sufficiency in FY 2020 is 0.	Yes, the outcome meets the benchmark for this metric.

Activity 23: No Child Left Unsheltered HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline¹⁴	Benchmark	Outcome	Benchmark Achieved?
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.	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 for current NCLU families is 91.59 days.	Yes, the outcome meets the benchmark for this activity; no reduction in wait list time was anticipated, but some fluctuations are expected.

¹⁴ Pre-implementation data for this metric is unavailable. Baseline figure represents FY 2016 data.

Activity 23: No Child Left Unsheltered HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	35 NCLU households received services aimed to increase housing choice (100% of NCLU households active during the FY).	Yes, the outcome meets the benchmark for this metric.

Activity 23: No Child Left Unsheltered Local Metric: Households Housed through This Activity				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	35 households were housed through this activity at FYE 2020 (5 new in FY 2020).	Yes, the outcome meets the benchmark for this local metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

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

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

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

i. Plan Year Approved, Implemented, Amended

- FY 2014: Initial approval. Implemented on April 1, 2015.
- FY 2015: Modified to exclude current participants of our Family Self-Sufficiency program.
- FY 2020: Modified through FY 2020 Annual MTW Plan, Amendment 2, to add Emergency Operations in response to the coronavirus/COVID-19 pandemic.

ii. Description/Impact/Update

This activity addresses the statutory objective to provide incentives to families to achieve self-sufficiency.

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 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 relocate 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 out of housing assistance.

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.

Emergency Operations:

As a result of the COVID-19 pandemic, HACSB proposed and received approval through its FY 2020 Annual MTW Plan, Amendment 2 to add Emergency Operations to this activity. Through that modification, HACSB implemented an automatic extension to delay by six months the termination of assistance for any family whose six-month transition period was scheduled to end between April 1 and September 30, 2020.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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. 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 is 56. (49 voucher and 7 RAD affordable housing).	Yes, the outcome meets the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

3. Measurement Revisions

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

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

i. Plan Year Approved, Implemented, Amended

- FY 2016: Initial approval.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to increase housing choices for low-income families.

This activity allows 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**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	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).	Zero (0).	Yes, the outcome meets the benchmark for this metric.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	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 in PBV units at Horizons at Yucaipa Senior Housing.	Zero (0).	FYE 2016: Zero (0). FYE 2017: Forty-Nine (49).	49 households resided in PBV units at Horizons at Yucaipa Senior Housing (49 as of 9/30/2020). The occupancy rate for FY 2020 was 97.1%.	Yes, the outcome meets the benchmark for this metric.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). 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). FYE 2017: Forty-Nine (49).	Forty-nine new housing units were made available in FY 2017 and continue to be available to low-income households in FY 2020.	Yes, the outcome meets the benchmark for this metric.

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

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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 in PBV units at Horizons at Yucaipa Senior Housing.	Zero (0).	FYE 2016: Zero (0). FYE 2017: Thirty-Nine (39) in Phase I.	39 households age 55-60 resided in PBV units at Horizons at Yucaipa Senior Housing during FY 2020.	Yes, the outcome meets the benchmark for this metric.

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 26: Local Disaster Short-Term Rental Assistance Program

i. Plan Year Approved, Implemented, Amended

- FY 2017: Initial approval through FY 2017 Annual MTW Plan, Amendment 1.

ii. Description/Impact/Update

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 structures¹⁵. In the immediate aftermath, approximately seventy families displaced by the fire needed 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.

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.

HACSB received approval of this activity via its 2017 Annual MTW Plan, Amendment 2, in April 2017, and the activity was incorporated into HACSB policy in June 2017. This activity is fully implemented; however, HACSB will only house families through this activity in the event of a locally declared disaster. No such disasters were declared in FY 2019 or to date, and there are no outcomes to report for this activity.

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.

HACSB's Board of Commissioners declared the COVID-19 pandemic a local disaster at their regular meeting on December 8, 2020. No families have yet been housed through this activity as a result of that declaration. HACSB anticipates that this flexibility may be utilized in FY 2021.

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.

¹⁵ "CalFire Incident Information – Blue Cut Fire," fire.ca.gov, August 23, 2016. http://www.fire.ca.gov/current_incidents/incidentdetails/Index/1391

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 (as of FY 2017), serving ten families through one year of short-term assistance is roughly equivalent to serving one family through our Housing Choice Voucher Program.

Eligibility:

Families assisted through this activity will be subject to eligibility screening. At a minimum, each family must qualify as low-income (having gross annual income at or below the HUD-published Area Median Income adjusted for family size) and pass HACSB's criminal history background screening.

Term of Assistance:

The term of assistance shall be determined by HACSB based upon the nature of the disaster at the time the local disaster is declared. In general, HACSB anticipates the term of assistance shall be six (6) to twelve (12) months. If appropriate, HACSB may provide a hardship extension. In any case, the total term of assistance shall not exceed twenty-four (24) months.

Subsidy Calculation and Reexamination:

The rental subsidy and tenant rent portions shall be determined using the formulas established through HACSB's MTW Activity 22: Streamlined Lease Assistance Program. Please refer to the detailed description of the Streamlined Lease Assistance Program in this plan for additional information. No reexamination of income will be conducted during the term of assistance, regardless of the length of the term.

Leveraging of Resources:

In order to maximize the benefit to assisted families, whenever possible HACSB will engage community partners to provide additional funding, housing stabilization services, and related supportive services to the families assisted through this activity.

HAP Contract and Lease:

The terms of the lease and HAP Contract shall be the same as the term of the Local Disaster Short-Term Rental Assistance.

Portability:

Families assisted through this activity may not exercise portability to another jurisdiction unless the receiving PHA will absorb the family.

Subject to Availability:

Assistance provided through this activity shall be subject to the availability of funding as determined by HACSB.

Activity 26: Local Disaster Short-Term Rental Assistance Program HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
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.	Average applicant time on wait list prior to implementation of this activity.	Expected average applicant time on wait list for this activity after implementation.	<i>N/A. This activity has not yet been utilized.</i>	<i>N/A. This activity has not yet been utilized.</i>

Activity 26: Local Disaster Short-Term Rental Assistance Program Local Metric: Number of Households Served through the Activity				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
The number of households receiving Short-Term Rental Assistance through this activity.	The number of households receiving Short-Term Rental Assistance through this activity is 0.	The expected number of households receiving Short-Term Rental Assistance through this activity is 50 or fewer per year.	<i>N/A. This activity has not yet been utilized.</i>	<i>N/A. This activity has not yet been utilized.</i>

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

Activity 27: Local Project-Based Voucher Subsidy for Tax Credit Developments

i. Plan Year Approved, Implemented, Amended

- FY 2019: Initial approval through FY 2019 Annual MTW Plan, Amendment 2.
- FY 2020: Re-proposed through FY 2020 Annual MTW Plan, Amendment 3, to incorporate modifications allowing the activity to be applied to the Daycreek Villas community in Rancho Cucamonga, CA.

ii. Description/Impact/Update

This activity addresses the MTW statutory objective to increase housing choices for low-income families.

Through this activity, HACSB is authorized to change the TTP calculation to create one that is based upon income bands, applying a flat TTP within each income band instead of basing the calculation of TTP on gross or adjusted income. Additionally, HACSB is authorized to modify the housing authority subsidy calculation as specified below. The activity currently applies to:

- 116 RAD-PBV units at the Waterman Gardens Phase III development, Crestview Terrace, excluding any RAD household exercising right of first return to those units;
- Eight PBV units located at the Daycreek Villas community in Rancho Cucamonga, California; and
- Future PBV units on a case-by-case basis.

Implementation Update – Crestview Terrace

Most aspects of this activity will be implemented upon completion of construction when families begin leasing the newly developed units (anticipated in CY 2021). However, other aspects of the activity are implemented, such as establishing the Tenant Rent Burden Protection Fund for approved hardship exemptions.

Current Development Status – Crestview Terrace

This third and final RAD conversion phase at the Waterman Gardens site in San Bernardino (AMP 120, site 19-02) is expected to be under construction in CY 2019 and 2020, and to be completed in early 2021. The development will add approximately 182 family rental units to complete the one-for-one replacement of Public Housing units formerly located there while also adding market rate units to create a mixed-income community. The development utilizes Demolition/Disposition Transition Fund (DDTF) leveraged with City and County of San Bernardino HOME funds, state of California Affordable Housing and Sustainable Communities funds, private healthcare organization (Dignity Health) funds, and 4% Low Income Housing Tax Credits (LIHTC) coupled with tax-exempt private activity bonds. The current unit breakdown is:

- 116 RAD project-based voucher (PBV) units with tax credits.
- 31 tax credit affordable units.
- 35 market rate units with no RAD, PBV, or tax credits.

The following table contains the breakdown of the 147 affordable units by size and tax-credit income bracket:

30% AMI Target		50% AMI Target		60% AMI Target		Total
Unit Size	Number of Units	Unit Size	Number of Units	Unit Size	Number of Units	
1 Bedroom	6	1 Bedroom	6	1 Bedroom	10	22
2 Bedroom	21	2 Bedroom	21	2 Bedroom	39	81
3 Bedroom	9	3 Bedroom	9	3 Bedroom	14	32
4 Bedroom	1	4 Bedroom	2	4 Bedroom	7	10
5 Bedroom	2	5 Bedroom	0	5 Bedroom	0	2
Total	39	Total	38	Total	70	147

HACSB Subsidy and Income Band TTP Calculation – Type One

Through this activity, the total tenant portion (TTP) and contract rents for the Crestview Terrace 116 RAD-PBV tax credit units are set as follows:

- TTP (tenant rent) will be set at the applicable tax credit rent based on the unit size and target AMI for the unit.
- Contract rents will be set below 110% of the HUD-published Fair Market Rent (FMR) based on bedroom size. At this time, the contract rents are anticipated to be set at 91.247% of 110% of the FMR. Contract rents may be increased through an increase to the TCAC-published Tax Credit rents.
- The Housing Assistance Payment (HAP) subsidy will be the difference between the contract rent and the TTP. Payment of the HAP subsidy shall be subject to the availability of federal funding. The HAP contract will otherwise be the same as a standard RAD-PBV HAP contract.
- The contract rent will not be permitted to exceed 110% of the FMR.

Through these modifications, HACSB is able to apply a simplified rent and subsidy structure without changing the total amount of subsidy provided to support the development.

Hardship Case Criteria

HACSB recognizes that under some circumstances, households may experience a hardship that makes it challenging to pay the applicable rent under this activity. Hardship exemption criteria have been developed for households whose rent burden exceeds 40% while participating in this program.

To be eligible for a hardship exemption, the household must:

1. Have a rent burden greater than 40%. Rent burden is calculated as the household’s monthly rent portion (the applicable tax credit rent) divided by the household’s gross monthly income; and

2. Request a hardship exemption in writing in accordance with HACSB's policies; and
3. Be compliant with HACSB's policies, program rules, and regulations.

A hardship exemption may be approved for the following reasons:

1. The family experiences a death of a household member with income;
2. Any income-earning member of the assisted family no longer remains in the unit;
3. An elderly or disabled household experiences a permanent loss of income;
4. Unforeseen and involuntary permanent loss of income for a family member under the age of 18;
5. Unforeseen involuntary loss of employment or unforeseen loss of income due to major illness as determined by a medical professional;
or
6. Unforeseen involuntary permanent loss of income for an adult family member who is attending high school.

If a hardship exemption has been approved, HACSB will reduce the household's TTP to 40% of gross income for a period of six months. During the hardship exemption period, HACSB will continue to pay the HAP subsidy plus the difference between the household's reduced TTP and the tax credit rent ("Hardship HAP" – the difference between 40% of the household's gross income and the applicable tax credit rent). At the end of the hardship exemption period, the household's TTP will return to the tax credit rent and the HACSB subsidy will return to the previous HAP subsidy. For example:

A 3-person household is residing in a 2-bedroom 50% tax credit unit. They pay the tax credit rent of \$758 per month. Their income is \$27,315 per year and their rent burden is 33.3%.

A 17-year-old member of the household experiences an unforeseen and involuntary permanent loss of income. The household's new income is \$21,000 per year. Their rent burden is now 43.3%.

HACSB approves a hardship exemption for the household based upon the unforeseen and involuntary permanent loss of income for a family member under the age of 18. For six months, the household's TTP will be set at 40% of their gross income, or \$700. During the hardship exemption period HACSB will continue to pay to the owner the HAP subsidy of \$564 per month, plus the difference between the TTP and the tax credit rent, or \$58.

At the end of the hardship exemption period, the household's TTP will return to the tax credit rent. The HACSB subsidy will return to \$564.

No more than one hardship exemption per household may be approved within a 12-month period. Approval will be subject to the availability of funds.

HACSB will apply MTW funding flexibility to create a "Tenant Rent Burden Protection Fund" from which the Hardship HAP will be paid. HACSB and its developer partner will both contribute to this fund to ensure the availability of hardship exemptions for rent-burdened households.

HACSB Subsidy and Income Band TTP Calculation – Type Two

The eight PBV units located at the Daycreek Villas community in Rancho Cucamonga, which began occupancy in the fall of 2020, utilize this Type Two calculation. Future PBV units under this activity will utilize either the previously approved Type One calculation or this Type Two calculation.

The total tenant portion (TTP) and HAP subsidy are set as follows:

- TTP (tenant rent) will be set at the applicable tax credit rent based on the unit size and target AMI for the unit.
- Contract rents will equal the TTP plus the fixed HAP subsidy, and shall not exceed 110% of the HUD-published Fair Market Rent (FMR) based on bedroom size. Contract rents may be increased through an increase to the TCAC-published Tax Credit rents.
- The Housing Assistance Payment (HAP) subsidy will be fixed at \$700. Payment of the HAP subsidy shall be subject to the availability of federal funding. The HAP contract will otherwise be the same as a standard PBV HAP contract.
- The contract rent will not be permitted to exceed 110% of the FMR.

Hardship Case Criteria – Type Two

The hardship case criteria for the Type Two subsidy and TTP calculation are the same as the previously approved hardship case criteria, except that HACSB will not establish a separate fund from which to pay the Hardship HAP. Instead, Hardship HAP shall be paid using MTW Block Grant funds in the same manner as HAP.

iii. Planned Non-Significant Changes

For both Type One and Type Two calculations, HACSB will conduct annual reexaminations utilizing the annual TCAC recertification to determine the family's income and income band placement. The TCAC recertification will determine the applicable tax credit rent portion (TTP) and, for Type One calculations, the HACSB subsidy amount. HACSB will not perform an independent recertification of the family's income for either Type One or Type Two.

HACSB will also modify the eligibility requirements for both subsidy types to establish a minimum income. The minimum income requirement will ensure that no family is rent-burdened (pays more than 40% of gross income toward rent) at admission.

Activity 27: Local Project-Based Voucher Subsidy for Tax Credit Developments
HC #1: Additional Units of Housing Made Available

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). 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 this activity (increase).	Zero (0). No housing units of this type and with the tenant rent and HACSB subsidy calculations exist at baseline.	116 RAD-PBV tax credit units will be developed and subject to this activity.	N/A. No housing units under this activity were active at FYE 2020.	

iii. Actual Non-Significant Changes

None.

iv. Actual Changes to Metrics/Data Collection

None.

v. Actual Significant Changes

None.

vi. Challenges in Achieving Benchmarks and Possible Strategies

None.

B. Not Yet Implemented Activities

HACSB does not currently have any activities that are approved and not yet implemented.

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.

i. 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.

ii. Background, Actions Taken, Plans for Reactivation

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. 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.

D. Closed Out Activities

Activity 2: Strategic Investment Policies

i. Approval, Implementation, and Close-Out Years

This activity was approved in our FY 2009 Annual MTW Plan and was implemented in November 2010. The activity was closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

This activity was closed out in response to HUD's comments regarding the HACSB FY 2019 Annual MTW Plan, wherein HUD stated that Notice PIH 2011-67 (Implementation of New Cash Management Requirements for the Housing Choice Voucher Program) effectively nullifies the activity and requested that the activity be moved to the Closed Out Activities section of HACSB's Annual MTW Plan.

Activity 6: Elimination of Assets

i. Approval, Implementation, and Close-Out Years

This activity was approved in our FY 2009 Annual MTW Plan and was implemented on October 1, 2009. The activity was closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

This activity was closed out due to the merge of activities 5 (Local Verification Policies), 6 (this activity), 9 (Elimination of Earned Income Disallowance), and 17 (Local Income Inclusions) through HACSB's FY 2019 Annual MTW Plan. This activity is now closed out as a separate activity. However, the modifications originally included through this activity are now incorporated into activity 5, which was re-titled "Simplified Income Determination" through HACSB's FY 2019 Annual MTW Plan.

Activity 7: Controlled Program Moves

i. Approval, Implementation, and Close-Out Years

This activity was initially included in HACSB's FY 2009 Initial Annual MTW Plan and implemented on February 1, 2010. The activity was closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

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 performed internal monitoring of aspects of the Controlled Program Moves activity beyond what was reported through our annual MTW reports. We found that, while this activity resulted in cost and time savings related directly to a reduction in the number of moves processed annually, it 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 caused other challenges, especially for families nearing the end of their participation in the Term-Limited Lease Assistance Program. As a result, we eliminated the two-year lease requirement and closed out this activity through our FY 2019 Annual MTW Report.

Activity 9: Elimination of Earned Income Disallowance

i. Approval, Implementation, and Close-Out Years

This activity was initially included in HACSB's FY 2009 Initial Annual MTW Plan and became effective on October 1, 2009, for participants in the Housing Choice Voucher and Public Housing programs. The activity was closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

This activity was closed out due to the merge of activities 5 (Local Verification Policies), 6 (Elimination of Assets), 9 (this activity), and 17 (Local Income Inclusions) through HACSB's FY 2019 Annual MTW Plan. This activity is now closed out as a separate activity. However, the modifications originally included through this activity are now incorporated into activity 5, which was re-titled "Simplified Income Determination" through HACSB's FY 2019 Annual MTW Plan.

Activity 15: Pilot Work Requirement

i. Approval, Implementation, and Close-Out Years

This activity was initially included in HACSB's FY 2010 Annual MTW 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. The Maplewood Homes component of this activity was closed out and final year data reported in our FY 2017 Annual MTW Report. The remainder of the activity (the port-in component) was closed out through our FY 2019 Annual MTW Plan. The activity was fully closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

This activity was closed out as a result of internal analysis which identified certain challenges in administering the work requirement, as well as advantages of ending the requirement. Ending the work requirement will reduce administrative burden, streamline HACSB's processes, and increase housing choice for families who desire to exercise portability to San Bernardino County. Additionally, ending the work requirement will empower families to make decisions about their housing and employment that are best for their unique family circumstances.

Activity 16: Operating Subsidy for Vista del Sol

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

ii. Reason(s) For Close-Out

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

Activity 17: Local Income Inclusions

i. Approval, Implementation, and Close-Out Years

This activity was approved in our FY 2011 Annual MTW Plan and implemented on May 1, 2011. This activity was modified through HACSB's FY 2015 MTW Plan. The activity was closed out through HACSB's FY 2019 Annual MTW Plan.

ii. Reason(s) for Close-Out

This activity was closed out due to the merge of activities 5 (Local Verification Policies), 6 (Elimination of Assets), 9 (Elimination of Earned Income Disallowance), and 17 (this activity) through HACSB's FY 2019 Annual MTW Plan. This activity is now closed out as a separate activity. However, the modifications originally included through this activity are now incorporated into activity 5, which was re-titled "Simplified Income Determination" through HACSB's FY 2019 Annual MTW Plan.

Activity 21: Utility Allowance Reform

i. Approval and Implementation Years

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

ii. 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 Term-Limited Lease Assistance programs but at this time, the Agency has postponed utility allowance reform indefinitely.

Section V: Sources and Uses of MTW Funds

A. Sources and Uses of MTW Funds

i. Actual Sources of MTW Funds in the Plan Year

HACSB's unaudited and audited information regarding sources of MTW Funds is submitted through the Financial Assessment System – PHA (FASPHA).

ii. Actual Uses of MTW Funds in the Plan Year

HACSB's unaudited and audited information regarding uses of MTW Funds is submitted through the Financial Assessment System – PHA (FASPHA).

iii. Actual Use of MTW Single Fund Flexibility

HACSB's Local FSS Activity (MTW Activity #19) 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) program are also funded using single-fund flexibility.

B. Local Asset Management Plan

i. Did the MTW PHA allocate costs within statute in the Plan Year?

No.

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

Yes.

iii. Did the MTW PHA provide a LAMP in the appendix?

Yes. Please see Appendix A.

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

No substantial changes to the LAMP were made during the Plan Year. Minor updates were made to statistical information contained in the LAMP.

Section VI: Administrative

A. Reviews, Audits and Inspections

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 during the course of this targeted audit and has reached a resolution. Under that resolution, HACSB provides annual progress reports to HUD.

B. Evaluation Results

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, which began with the implementation of the Term-Limited Lease Assistance program and, follows participating families through their progress during their term of assistance by tracking their goals and accomplishments. In FY 2017, HACSB implemented an additional voluntary survey component that allows 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 Term-Limited Lease Assistance activity. The study is ongoing and will continue in FY 2020.

No Child Left Unsheltered (Activity 23)

HACSB has also contracted with Loma Linda University to conduct a longitudinal study to determine 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. The study is ongoing and will continue in FY 2020.

C. MTW 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.

D. MTW Energy Performance Contract (EPC) Flexibility Data

Not applicable.

Appendix A: Local Asset Management Plan (LAMP)

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) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (referred to as OMB "Super Circular"), 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 260 agency computers in 27 locations throughout our county. They respond to an average of 120 help desk tickets per month that result in around 20 site visits per month.

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 others. 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 of that assessment, LLU staff and students assisted with follow-up by providing on-site case work management and varying topic workshops. The partnership with LLU has further expanded to include evaluations and assessments of other HACSB MTW initiatives, including Term-Limited Lease Assistance and No Child Left Unsheltered.

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 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 HACSB’s in-house property management teams as a technical, as well as planning and implementation resource for non-routine maintenance and emergency rehabilitation projects. The Department also assists property management in the completion of all Physical Needs Assessments and due diligence reports for the entire portfolio of HACSB residential developments. This department also either directly oversees or assists in all of the Capital Fund improvement and rehabilitation projects within the public housing or RAD converted housing portfolios and administers all grant funding and debt financing that can be

associated. Lately, the development team has been actively involved in completing, in collaboration with affiliate nonprofit Housing Partners I, Inc., HACSB's first projects providing Permanent Supportive Housing for the homeless (2 sites) within HACSB's housing portfolio. They also continue overseeing the ongoing major revitalization of HACSB's oldest public housing sites in Redlands (Lugonia) and San Bernardino (Waterman Gardens). For example, Construction documents for phase 2 of the Lugonia development were submitted for City of Redlands approval in early summer 2020, and the 184-unit third phase of construction at the former Waterman Gardens site is expected to begin occupancy in the Spring of 2021. Finally, Development administers a very successful homeownership program that has helped over 250 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 “Super Circular” 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 “Super Circular” 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 three 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 \$85.51 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 “Super Circular”, 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

Special Purpose Programs

In addition to the MTW Voucher Program, HACSB administers other voucher programs and special programs, such as Mainstream, Housing Opportunities for Persons with AIDS (HOPWA), Veteran's Affairs Supportive Housing (VASH), and Continuum of Care.

Mainstream 5 – 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 2020, we were providing assistance to 76 families through this program.

Mainstream 811 – This program provides much needed housing assistance to non-elderly adult persons with disabilities, including persons transitioning out of institutional housing, at risk of becoming institutionalized, homeless or at risk of becoming homeless, or persons who previously experienced homelessness and are currently a client in a permanent supportive housing or rapid rehousing project. At the end of FY 2020 we were providing assistance to 47 families through this

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 2020, we were providing assistance to 43 families through this program.

Veteran's Affairs Supportive Housing (VASH) - HACSB and Veterans Administration Medical Center have partnered to provide tenant based and project based 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 2020, we were providing assistance to 403 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 2020, we were providing assistance to 14 families through this program.

Continuum of Care Programs - The Continuum of Care Program 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 vouchers:

- **Stepping Stones** - This program provides rental assistance for chronically homeless individuals and families 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 DBH, matches the housing funds by providing supportive services. At the end of FY 2020, we were providing assistance to 38 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 the CES and DBH, matches the housing funds by providing supportive services. At the end of FY 2020, we were providing assistance to 192 families through this program.
- ***Laurelbrook Estates*** – This program assists individuals or families experiencing disabling conditions and homelessness and is a Project Based S+C 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 2020, we were providing assistance to 27 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 2019, we were providing assistance to 11 families through this program.
- ***Cornerstone*** - This program implemented in 2012, and provides rental assistance for hard to serve homeless individuals and families with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). HACSB provides the housing services based on eligible referrals from the CES and DBH, matches housing funds by providing supportive services. At end of FY 2020, we were providing assistance to 54 families through this program.
- ***Whispering Pines*** - This program implemented in 2012, and provides rental assistance for hard to serve homeless individuals and families with disabilities in connection with supportive services funded through the Department of Behavioral Health (DBH). HACSB provides the housing services based on eligible referrals from the CES and DBH, matches housing funds by providing supportive services. At the end of FY 2020, we were providing assistance to 24 families through this program.
- ***Lantern Woods*** - This program implemented in 2012 and is a Project Based S+C voucher subsidy tied to designated sites in the County of San Bernardino. The supportive services are offered through the Department of Behavioral Health for homeless individuals and families. At the end of FY 2017, we were providing assistance to 16 families through this program.

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 Supportive Services for Veterans and their Families (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 24 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 1,199 Non-HUD residential units along with 4 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 28 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 2017 HPI completed the Horizons at Yucaipa development, a new construction affordable senior project that provides 50 units of affordable senior housing and is currently working on pre-development activities for phase II, an additional 27-units of affordable senior housing. 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. In 2018 HPI completed Loma Linda Veteran Village, a project in partnership with Meta Housing that provides 87 affordable housing units for veterans and their families. In 2018 HPI and HACSB began construction on two Permanent Supportive Housing projects to provide 68 units of affordable housing, with onsite services, to homeless individuals within the County of San Bernardino.

One project completed construction and became operational in early 2020, the second project will be completed and operational in early 2021.

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 704 units, detailed in the following table.

AFFILIATE NON-PROFIT			
PROPERTY NAME	CITY	UNITS	ENTITY
Scattered Sites – Region 1	Loma Linda, Redlands, Yucaipa, Bloomington, Colton, Fontana, Rancho Cucamonga	97	HPI, Inc. Portfolio
Scattered Sites – Region 2	Ontario, Montclair, Chino	107	HPI, Inc. Portfolio
Scattered Sites – Region 3	Adelanto, Apple Valley, Hesperia, Victorville, Joshua Tree, 29 Palms, Yucca Valley	131	HPI, Inc. Portfolio
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

AFFILIATE NON-PROFIT			
PROPERTY NAME	CITY	UNITS	ENTITY
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
Horizons at Yucaipa	Yucaipa	50	HPI, Inc. Portfolio
Vista del Sol	Redlands	71	HPI, Inc. Portfolio
TOTAL UNITS		704	

Appendix C: Fact Sheets

At HACSB, communication and education of team, participants, residents, landlords and community is critical to the success of our innovative programs. We have attached our *Research Outcomes* and *No Child Left Unsheltered* fact sheets which provide additional information about HACSB. Additional fact sheets are posted online at www.hacsb.com and are also available at our offices.



HACSB and Loma Linda University Research Partnership

For the past ten years HACSB has partnered with Loma Linda University (LLU) for third-party research and evaluation to help inform policy and shape program design. LLU has conducted nationally recognized research reports and needs assessments of several of our Moving to Work (MTW) initiatives. As a result of our growing partnership, LLU continues to spearhead ongoing and new research and evaluation projects.

Term Limited Lease Assistance (TLA) Program

Two annual research projects are conducted for this program: 1) annual longitudinal research for existing TLA families (since 2012); and 2) post-housing assistance research of up to two-years of a TLA family's exit of the program (since 2017).

The longitudinal study has included nearly 2,000 families to date, and reports the following outcomes:

- 26.5% increase in employment status for families that participate for the full five years.
- 31.4% increase in earned income over the five-year term.
- 12.5% increase in education levels.
- 78.6% of families meet the self-sufficiency goal by their fifth year in the program.

The post-assistance research has included 268 families to date, and provides insight into what happens after families leave the TLA program:

- Employment gains were retained even two years after leaving assisted housing, with 71% of families employed full-time.
- 4.5% of exited families report having purchased a home, 7.2% are staying with a friend or relative, and the majority of exited families report that they are renting their current residence.
- 91.8% of families participating in the research reported positive experiences in the program, including providing safety/security, improved standard of living, and the opportunity to improve their educational/vocational level.

"They helped me realize that if I just believe in myself I can do anything that I put my heart and mind to...they really pushed me to better my life for not only me but for my children... I am forever grateful." – Exited TLA Participant

"My children benefited with better school supplies. They were able to join cheer, football, and baseball. My bills got paid in time" – Exited TLA Participant

Families leaving the TLA program also shared helpful feedback about ways the program could be improved, including increased accountability and supports for families. *"I would have them enrolled in monthly classes offered once a month to deal with the core issue of why they are not self-sufficient. They would also have to turn in monthly budgets and expense reports showing what was paid what was used for what."* – Exited TLA Participant

Housing Support Program

LLU developed a research and data plan to launch an annual evaluation of the services provided and its impact on the homeless families with children served through the Housing Support Program.

Moving On Strategy

Launched in February 2020, this project will evaluate families “moving on” from the Continuum of Care Shelter Plus Care program into traditional voucher program assistance. Families identified for the Moving On strategy will be evaluated for readiness by LLU, and will be assessed periodically after the transition to ensure their continued well-being.

No Child Left Unsheltered

Since 2016, LLU has provided ongoing research on the progress of the families served through this program. The research outcomes helped inform the decision to modify the program design to allow NCLU families to simultaneously enroll in the Housing Support Program (HSP). In FY 2018, the research scope was expanded to include enhanced program services provided through mutual customer enrollment in HSP.

LLU reports that the number of children participating in the No Child Left Unsheltered program who are at risk of developing a clinically significant behavioral problem decreased by 78%. Families interviewed by LLU shared their experiences in the NCLU program, including the changes they saw in their family dynamics and feedback to improve the program:

“He having problems at school he'll come in and tell me about it. You know, I'll play the game with him and we'll sit down. We'll be laughing giggling. They were things that we weren't doing in beginning, but now we're doing it.” – NCLU Participant

“I feel like if everybody gets some kind of therapy or help just some involvement with them. Just coming to reassure them and everybody that “you're okay, let's get you going on something” you know? That's how I feel. Like I said, I feel like in the beginning of the program that they should be more structured to help, if that answers it.” – NCLU Participant

Maplewood Homes Needs Assessment

In 2019, LLU provided an updated needs assessment of the community/resident for partner and resource coordination. Previous assessments took place in 2010 and 2017.

Permanent Supportive Housing Programs

In FY 2019, LLU launched the research and data plan in anticipation of new households being served at Desert Haven and Golden Apartments, HACSB's first permanent supportive housing sites for chronically homeless individuals. Data collection began at Golden Apartments in February 2020.



No Child Left Unsheltered Program

Housing Homeless Families with Children

No Child Left Unsheltered (NCLU) focuses on housing truly street homeless families with children while also working on the educational and well-being of the children and the economic advancement of the parent(s). To date, 198 people have been housed through this program, which includes 124 children.

Research Partnership

Loma Linda University evaluates the NCLU-participating families. Research shows that the most significant improvements were in the adult's mental health and improvements in the behavioral and academic outcomes of children, as well as an overall improvement to their self-esteem and household dynamics.

LLU's recent research also showed that families need at least a yearlong recovery period from homelessness to stabilize themselves. As a result in 2018, HACSB enhanced the supportive services provided by leveraging the resources of the County's Transitional Assistance Department (TAD), Department of Behavioral Health (DBH), and HACSB's non-profit affiliate Knowledge and Education for Your Success (KEYS).

Partners and Supportive Services

New families assisted through NCLU, including those from the Department of Children and Family Services foster care aftercare program, if they qualify, are dually enrolled in TAD's CalWORKs Housing Support Program (HSP). Through the HSP program, families receive financial and other assistance such as utility deposits; transportation, including gas cards and bus passes; credit checks; application fees; assistance obtaining birth certificates and other vital government documents; furnishings; welcome kits; bridge housing; and other types of financial assistance on a case-by-case basis. Families who do not qualify for HSP but do qualify for NCLU are still admitted to the NCLU program and may receive services similar to HSP from the Keys for Life program.

DBH continues to provide behavioral services that include outreach and engagement, case management and clinical therapy services for children and adults to assist with mental health and/or substance abuse treatment. DBH helps individuals who may experience a mental health crisis by accessing the appropriate crisis services to address their situation and provide transportation services to behavioral health appointments, such as Psychiatrist medication evaluation.

Combined, these are all positive steps towards ending family homelessness in our communities.

"She's a normal kid now; she's like everyone else." – NCLU Participant

"[The children] are so happy now that we're all together, because they were always worried for us, where we were going to sleep, if we were warm, you know." – NCLU Participant

For Information on any Homeless Program/Service in the County:

Please dial "2-1-1" to connect with the County's Coordinated Entry System. They will verify eligibility for various homeless programs and services. This service is available 24-hours a day, 7-days a week. There will be no drop-in services.

Appendix D: Summary of MTW Activities

ACTIVITY	DESCRIPTION	STATUTORY OBJECTIVE	PLAN YEAR	STATUS
1	Single Fund Budget	Cost Effectiveness	FY 2009	Implemented
2	Strategic Investment Policies	Cost Effectiveness	FY 2009	Closed Out
3	Alternate Assessment Program	Cost Effectiveness	FY 2009	On Hold
4	Biennial and Triennial Recertifications	Cost Effectiveness	FY 2009	Implemented
5	Simplified Income Determination	Cost Effectiveness	FY 2009	Implemented
6	Elimination of Assets	Cost Effectiveness	FY 2009	Closed Out
7	Controlled Program Moves	Cost Effectiveness	FY 2009	Closed Out
8	Local Policies for Portability	Economic Self-Sufficiency	FY 2009	Implemented
9	Elimination of Earned Income Disallowance	Economic Self-Sufficiency	FY 2009	Closed Out
10	Minimum Rent	Economic Self-Sufficiency	FY 2009	Implemented
11	Local Project-Based Voucher Program	Expanding Housing Opportunities	FY 2009	Implemented
12	Local Payment Standards	Expanding Housing Opportunities	FY 2009	Implemented
13	Local Inspection Standards	Cost Effectiveness	FY 2010	Implemented
14	Local Asset Management Program	Cost Effectiveness	FY 2010	Implemented
15	Pilot Work Requirement	Economic Self-Sufficiency	FY 2010	Closed Out
16	Operating Subsidy for Vista del Sol	Expanding Housing Opportunities	FY 2010	Closed Out
17	Local Income Inclusion	Economic Self-Sufficiency	FY 2011	Closed Out
18	Property Management Innovation	Cost Effectiveness	FY 2011	Implemented
19	Local FSS program	Economic Self-Sufficiency	FY 2011	Implemented
20	Term-Limited Lease Assistance Program	Economic Self-Sufficiency	FY 2011	Implemented
21	Utility Allowance Reform	Cost Effectiveness	FY 2012	Closed Out
22	Streamlined Lease Assistance Program	Cost Effectiveness	FY 2013	Implemented
23	No Child Left Unsheltered	Economic Self-Sufficiency	FY 2014	Implemented
24	Transition for Over-Income Families	Economic Self-Sufficiency	FY 2014	Implemented
25	Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing	Expanding Housing Opportunities	FY 2016	Implemented
26	Local Disaster Short-Term Rental Assistance	Expanding Housing Opportunities	FY 2017	Implemented
27	Local Project-Based Voucher Subsidy for Tax Credit Developments	Expanding Housing Opportunities	FY 2019	Implemented
28	Moving On	Expanding Housing Opportunities	FY 2021	Pending Approval