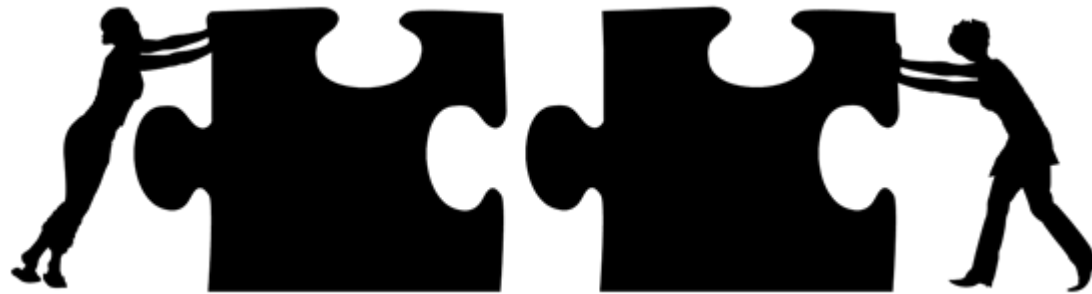


HOUSING AUTHORITY OF THE COUNTY OF SAN MATEO

MOVING TO WORK ANNUAL REPORT FY2016



Submitted to HUD – September 28, 2016
Re-submitted, black-line version to HUD – December 20, 2017

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

Warren Slocum, President
Carole Groom
Don Horsley
Dave Pine
Adrienne Tissier

Housing Authority

Ken Cole, Executive Director

MTW Annual Plan contribution and preparation by:

Cindy Chan, Rental Programs Manager
Barbara Leff, Financial Services Manager
Debbie McIntyre, Administrative Services Manager
Jennifer Rainwater, Planning and Program Innovation Manager

Table of Contents

Section I	Introduction <ul style="list-style-type: none">• Overview of the Agency’s Ongoing MTW Goals and Objectives	Page 7
Section II	General Housing Authority Operating Information <ul style="list-style-type: none">• Housing Stock Information• Leasing Information• Wait List Information	Page 19
Section III	Proposed MTW Activities	Page 33
Section IV	Ongoing MTW Activities <ul style="list-style-type: none">• HUD approval previously granted	Page 35
Section V	Sources and Uses of Funding <ul style="list-style-type: none">• Estimated Sources of MTW Funding• Estimated Uses of MTW Funding• Description of Activities that Will Only Use MTW Single Fund Flexibility• Local Asset Management Plan	Page 107
Section VI	Administrative <ul style="list-style-type: none">• HACSM Certification of Statutory Requirements Compliance	Page 111
Appendix I	HACSM Hardship Policy	
Appendix II	PBA Program Quarterly Report	
Appendix III	Renting Success Workshop – Rental Resumes	

SECTION I

Introduction

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

The San Mateo County (SMC) Department of Housing serves as a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development so that housing exists for people of all income levels in San Mateo County. This is the mission statement for the Agency, providing the framework which undergirds the Housing Authority of the County of San Mateo (HACSM) commitment to affordable housing choices for families, the continual expansion and promotion of economic self-sufficiency of program participants, and the on-going development of new ways to be even more administratively efficient. HACSM has now completed its 16th year in the MTW program. With the lessons learned and the success realized as an agency and even more importantly as evidenced in the growth and positive changes for the households we serve, these three goals remain firmly embedded as essential characteristics of each strategy proposed, policy decision made, and program operationalized and implemented.

Since HACSM received HUD approval to expand MTW authority from a small carve out of targeted vouchers to its entire HCV portfolio, HACSM has reduced administrative costs, collaborated with other County of San Mateo Departments and organizations to address the goal of ending homelessness in the local community, expanded and sharpened its focus on activities that increase the potential self-sufficiency of current participants and optimized the overall effectiveness of the agency.

Through collaboration with a broad range of community stakeholders, made possible through the flexibilities of the MTW program, HACSM has been a leader in taking bold steps in support of San Mateo County residents through program innovation and responsiveness. This year, in addition to the MTW program, HACSM actively participated with the San Mateo County Continuum of Care and the Center on Homelessness to address and implement a program re-design for the Permanent Supportive Housing programs. HACSM also participated with other SMC Departments that provide direct services to the community, including the SMC Health System, the Human Services Agency, the Probation Department, and others, to develop a collaborative (non-siloed) approach to the housing needs of low-income individuals who receive services in the various SMC systems.

As you will see in the updates throughout this annual report, FY2016 has continued to be a challenging year for affordable housing in San Mateo County. In collaboration with the SMC Housing and Community Development Division, significant gains have been realized in the development, pre-development,

and construction of new affordable housing in San Mateo County. Through the use of MTW Activity 2012-26, HACSM has been able to support this effort in new housing development and at the same time seen these funds leveraged with other State of California and other local sources to further expand this effort.

While the news reports continue to showcase the bleak on-going housing crisis in the San Francisco Bay Area, with San Mateo County solidly positioned at the heart of this crisis, the MTW program has provided HACSM with the crucial flexibility to continue its effort to support the affordable housing efforts for the low-income households in our jurisdiction. This, coupled with the collaboration with other County Departments and community based organizations, has provided new pathways to efficiently work together to end homelessness and significantly reduce the terrors of potential homelessness for low-income families.

In early 2016, Congresswoman Jackie Speier's launched a campaign called, "No Voucher Left Behind." The campaign was designed to bring focus to the housing crisis and the fact that Federal voucher dollars were going unutilized in San Mateo County, while more and more working families were being displaced and potentially homeless. The event, hosted by the Housing Authority and in partnership with California Apartment Association, Tri-County Division, San Mateo County Association of REALTORS® and Congresswoman Speier's office, brought together SMC leaders, landlords, and other interested parties from the community together to learn more about the voucher program in SMC, to discuss some of the lingering misperceptions related to the program, and finally how it makes a positive difference in the community. The event was attended by close to 100 landlords, and ended up being "standing room only" it was so well attended. The event also resulted in bringing a renewed commitment to supporting the housing assistance programs and the households served.

In FY2015, HACSM was approved to add a new MTW activity titled the "Leasing Success Program." (See MTW Activity 2015-35). This multi-faceted activity was designed to address the critical challenges facing voucher holders in the open market. Through an extensive RFP process, HACSM selected Abode Housing Services (Abode) to assist new and relocating MTW voucher holders to find and secure appropriate rental units beginning in February 2016. The design and desire of HACSM in establishing the three-year contract with Abode was to empower Abode with the authority to act as a type of "broker" with owners of rental property in San Mateo County, thus removing some of the historical challenges related to the traditional Section 8 program. Through the collaboration, Abode actively markets and promotes participation in the program to rental property owners, assists to streamline the lease up process, and is available post move in to ensure that all parties are satisfied. Another aspect of this MTW Activity is the "Landlord Incentive Program." The Landlord Incentive Program is multi-faceted and includes three different bonuses to incentivize rental property owners to participate in the program. The bonuses include the following: 1) New Landlord Bonus of \$1,000 for a "new" owner, who has not rented a unit with the program in the past 36 months, 2) The Landlord Continuity Bonus, a pro-ration of up to one month of the previous full contract rent if they re-rent to another voucher holder when a unit "turns over," and 3) The "No Loss" Bonus, designed to mitigate the perception of "red-tape" and extended timelines to complete the lease up process. More information on this program can be found in Section IV.

Following are examples from FY2016 that further demonstrate the HACSM continued commitments to increasing affordable housing choice, supporting the increased self-sufficiency goals of program participants, and developing administrative efficiencies:

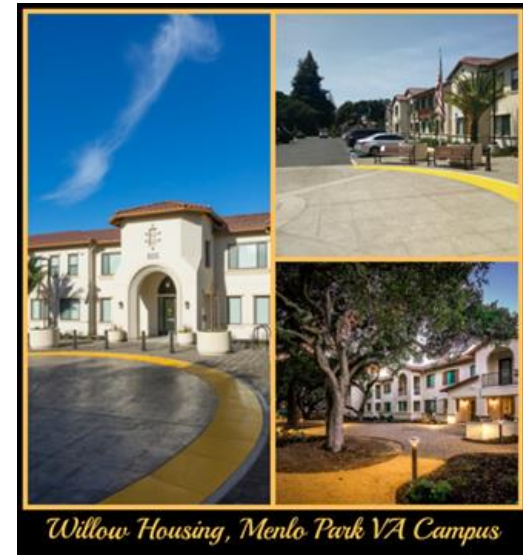
Increasing Affordable Housing Choices

In FY16, HACSM continued its efforts to increase the supply of affordable housing in SMC, awarding new contracts with affordable housing developers to support construction of new long-term affordable units for low-income families. Due to the extremely challenging housing market, this strategy has been essential to the preservation of any affordable housing in the community. During FY16 the San Mateo County Board of Supervisors and County Manager again named housing as one of, if not the biggest critical need in the County. As of June 30, 2016, 11 contracts were awarded that upon completion will ultimately add a significant number of new affordable units in San Mateo County. The Housing Authority, along with the Housing & Community Development Division, has been a key stakeholder in developing creative solutions by making new construction of affordable housing a reality through the use of HAP reserves (Affordable Housing Funds) and the County's Measure A funds as seed money, as well as awarding HCV Project-based Vouchers to help developers in financing their projects. The Housing Authority, Housing & Community Development division, and the local municipalities in San Mateo County also began collaborating in the development of the plan to address the recent "affirmatively furthering fair housing " (AFFH) revised guidelines and requirements in FY16.

Following are new construction projects that were completed in FY16 and which added 246 new units of long-term affordability in the San Mateo County housing inventory. Of the 246 units, 182 are covered by Project-Based subsidy. In addition to the PBV awards, the Housing and Community Development Agency awarded 3.7 million dollars towards the total cost of the Willow Housing and Alma Point projects.

Willow Veterans Housing – Located on the VA Campus in Menlo Park, CA

Willow Housing complex, located on the Menlo Park VA campus, provides studio and one-bedroom apartments serving formerly homeless veterans, and veterans at risk of imminent homelessness. In total, the complex includes 30 VASH-PBV units and 35 affordable units.



Alma Point in Foster City

Alma Point is an affordable senior housing development that was completed in late June, 2016. The initial process began in June for its 33 PBV units.

Half Moon Village and Senior Campus (Phase II)

The project consisted of 160 new housing units for seniors. Phase II was completed, August 1, 2015 and the property is now fully occupied.



Alma Point new Senior Affordable Housing



Half Moon Village and Senior Campus

Promoting Self-Sufficiency

The promotion of participant's increased economic self-sufficiency is one of the three primary goals of the MTW program. In addition to the actual "Self-Sufficiency" program itself, HACSM has implemented several activities that explicitly support the goal of increasing the self-sufficiency and self-determined decision making of program participants. In FY16 HACSM continued to host a Renting Success Workshop, conceived and designed by the Family Self-Sufficiency Team, to help new voucher holders understand and personally address the significant barriers they could face in their housing search. While this activity didn't require MTW authority, the Self-Sufficiency Team saw this as a way in which they could support the "first steps" the households would need to take to become a participant in the program. At the workshop, the Self-Sufficiency team assist the new participants learn how to search for housing, how to prioritize their family needs (ie: close to schools, medical centers, transportation), understand their monthly rent portion, how to best present themselves to prospective landlords, and how to talk about their personal situation or potential barriers such as a low credit score, or past eviction, anything that could potentially "dis-qualify" their rental application. One aspect that has grown out of the workshop and proven to be an effective tool is an individual family's "renting resume." See Appendix III, for examples that families have used to secure their rental unit. Again, while this workshop is not a MTW activity, the administrative time and cost savings realized from the MTW program has allowed HACSM to develop and present these types of activities for program participants.

In FY2016, over 200 new families joined the program via the wait list. 95% of these families now have a goal plan and are meeting with HACSM staff at least once every three months through office visits, phone calls, email check in's and more. The increased frequency of meeting with families has helped HACSM staff to directly work with families to stay on track with their short and long-term goals including increasing their income potential through education and employment advancement, personal growth and increased financial knowledge. HACSM has expanded the self-sufficiency program to include a provision of monetary rewards for participants who complete educational goals as well as increase their credit scores and savings, all of which are fundamental steps for someone striving to be self-sufficient. Following is the experience of one of the participants who successfully graduated after only one year on the program. She also received \$2,000 in escrow for completing specific goals during that year. Below is the letter that she shared upon graduation from the program.



Hi there,

Let me first off introduce myself. I am Remy Loubriel, a 20 year old female born and raised in Pacifica, CA. I was attending Terra Nova High School as a Sophomore when my life was turned upside down. At the young-age of 15 I was homeless and living with an 82 year old woman my mom met at a local coffee shop weeks before she left and moved to Alabama to live with her sister due to her losing her job and the landlord going up on rent.

My mom up and moved to Alabama in the Spring of 2012 with 1 months' notice and I eventually graduated high school in 2013 while simultaneously attending college throughout my senior year. To keep the story short, I moved 6 times within 3 years. I kept my belongings in my vehicle, slept on blow up mattresses in a spare bedroom or shared a bed with a friend, volunteered as a Police Explorer with the Pacifica Police Department (volunteering on average 80 hours a month), worked a 40 hour work week at Ace Hardware making only \$8.50 an hour, completed school assignments during any spare time I had, and received food and toiletries from the Pacifica Resource center.

But don't let my last paragraph fool you, I'm simply explaining my struggles. I never sulked in them. I knew these struggles weren't going to break me. They would make me. And regardless of the ups and downs I was challenged with I never doubted my struggles, in fact I embraced them. They created a strong independent woman who has created a life for herself and knows the downs are only momentary if you make that decision for yourself.

There are many people I owe thanks to, but I had two crutches which truly gave me the opportunities I needed. Not that I was deserving or entitled to but I was fortunate enough to receiving of. And those are the Pacifica Resource Center and the Housing Authority of San Mateo County.

First, I have so much gratitude for the Pacifica resource center, I walked in one day .. as a lost and confused 15 year old asking for help. What kind of help did I need? I had no idea, I didn't even know where to start. I was initially offered to stay in a group home for juveniles in San Mateo and a bus ticket, but I knew that wasn't my path. My case worker, Ann Cooney was an angel in disguise. She listened, she felt, she helped, she provided insight and went out of her way on so many occasions for nothing in return. Her smile every time she'd see me, as she sat me down and sincerely asked "how are you" .. brought a sense of warmth I so desperately sought after. (Little did I know at the time, she's the one who signed me up for this program)

'16APR 13 PM 4:11 SMC Dept Hsg

Slowly my life came together, at the age of 18 I was hired on with the South San Francisco Police department as a community service officer, Law Enforcement was my dream career. It's where I felt most at home and it's where I knew I belonged. I was renting a room in Pacifica at a very reasonable price, but one day I went "home" and my landlord asked for me to sit down to talk. She explained that she wanted to sell her house and a lot of other words that seemed to go right over my head. All I comprehended was that I was going to be homeless again.

I knew my next adventure was to find somewhere to sleep. After about 2 short months of looking and shortly thereafter, while I was working I came across an apartment in SSF. I called the number on the "for rent" sign and asked how much the rent was, she said \$1600. Far more than I could afford. She asked to meet me after talking for what seemed like forever and without haggle I bluntly told her all I could afford was maximum \$1,000. She agreed without haggle and told me, "There's something special about you and this is only your beginning". I moved in the next week and paid the \$1,000 with assistance of the Pacifica Resource Center. I was only making ends meet as I was also sending my mother money to survive without an income.

About 3 months into me residing there, I got a letter in the mail from the San Mateo Housing Authority. To be frank, I didn't know what it was for other than I had an appointment. I called the Pacifica resource center and my former case worker explained what it meant. You could hear the excitement for me in her voice. She calculated a few numbers and told me my life was going to change and I didn't have to worry anymore. I remember exactly where I was sitting, I hung up .. sat there .. thanked whoever was watching over me and uncontrollably smiled ear to ear.

From there on out, my life hasn't been the same. About 3 months later I was offered a promotion into dispatch and graciously accepted. I have since then been grounded in my life moving upwards and forward. A huge thank you is due to my case workers with the San Mateo County Housing Authority and because of them and this gracious service, I have since saved money aside to hopefully soon buy a house, purchased a vehicle, become stable in my everyday life, mentally the anxiety of "what's tomorrow" has disappeared, I have stable housing only miles away from my work place, my mom now has her feet planted with a stable job with full benefits, and the list goes on.

This opportunity isn't given to everyone and because of that I am so beyond grateful for this chance I received. I wouldn't have made it thus far without it, or the people and warm hearts that surrounded me. So again, THANK YOU!!!

Remy Loubriel

'16APR 13 PM 4:11 SMC Dept Hsg

Developing Administrative Efficiencies

As previously reported, since 2008, HACSM has re-designed the processes for both initial and on-going eligibility determinations, easing the burden on both participants and Housing Authority staff and increasing the timeliness of the process. As a result of the success of the biennial recertification schedule for all elderly and/or disabled households, HACSM expanded the timeline to once every three years for elderly and/or disabled families further easing the burden and stress for the families and providing administrative relief for HACSM. HACSM continues to conduct interim recertifications for these households if needed. HACSM is also in its seventh year of its rent-reform program known as the TST (Tiered Subsidy Table) which created a system that was extremely simple for the end user (HACSM staff and program participants) and that provides participants with the maximum amount of subsidy that Housing Authority will contribute to their rent on a monthly basis.

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

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

Serve More Families

In FY13, HACSM researched and developed a strategic plan for using its voucher resources in ways that meet specific goals through 2018. Three broad goal areas were developed: serving residents most in need, facilitating residents' self-sufficiency, and building sustainable system capacity. Specifically, the plan called for increasing the creation of new affordable units using project-based vouchers, increasing the Provider-Based Assistance (PBA) partners, and the expansion of the five-year self-sufficiency program. As discussed throughout this Annual Report, HACSM has continued to take active steps toward the attainment of each of these strategic goals in FY16.

In FY16, HACSM continued the expansion of its five-year, MTW Self-Sufficiency program. In FY16, all new applicants from the waiting list joined the Self-Sufficiency program. These new program participants have access to greatly expanded and enriched case management services and to at least quarterly connections with their HACSM Self-Sufficiency Coordinators. As discussed in detail in this Report, the initiative also includes a comprehensive hardship policy for elderly and/or disabled persons as well as for self-sufficiency participants who need some additional time to achieve their goals. (See Appendix One to learn more about the hardship policy.)

Expand Affordable Housing Partnerships and Project-Based Programs

HACSM has continued to actively use its MTW flexibility to assist in the development of new or rehabilitated affordable housing by strategically project-basing HCV vouchers as a key financial component. Project-Based Vouchers' (PBV) contractual obligation for long-term unit availability is also important in our perennially tight housing market. In FY16, HACSM awarded seven applications for new construction and rehabilitated units under the PBV program, which could, when completed, add up to 264 units of long-term affordable housing in San Mateo County in the next 2-3 years.

Expand Community Partnerships and Commitments with Support Service Providers

In FY16, HACSM has been reviewing the needs of new program participants in the Self-Sufficiency program and as a result of this analysis has conscientiously expanded the program partnerships with a variety of educational institutions, work force development providers, and county and community health and social service providers.

In October 2015, HACSM hosted its 3rd Annual Housing & Resource Expo for all MTW Self-Sufficiency participants, VASH participants, Foster Youth, formerly homeless individuals and families who participate in the Housing Readiness program, and residents of HACSM-owned properties. The EXPO was a great success, linking over 60 vendors from community partners ranging from San Mateo Credit Union, Peninsula Works, JobTrain, Wells Fargo, ReMax, CivicCorps, Voter Registration, to the Employment Development Department, and CA University Nutrition program. Over 120 households attended and received information on services, gained linkages with organizations to assist with training, resume writing, interviewing skills and employment opportunities.

HACSM has an active Program Coordinating Committee that meets on a quarterly basis to further support leveraging of services on behalf of low-income families in our programs.



Provider Based Assistance Programs (PBA)

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

In FY16 all three PBA providers continue to have full and active programs, meeting the specific needs of their participants including their needs for both affordable housing and supportive services. See MTW Activity 2011-27 for additional information on this important activity. Included with this report is also one of the Quarterly Reports, submitted by CORA that clearly shows the service enriched programming, provided to the survivors of abuse, that has been made possible through this MTW activity. (See Appendix II)

Following is one of the success stories from CORA, submitted to us in one of their quarterly reports from FY16. As you will see, it clearly shows the profound difference the PBA program has made in the life of this survivor of domestic violence.

Jackie*was a victim of domestic violence when she came to CORA over one year ago. When our advocate started working with Jackie, she was suffering from anxiety, PTSD, and depression. She often shared about her nightmares, how real they seemed and how they prevented her from sleeping. She began to take anti-depressants and was linked to an outside therapist who began to assist her with healing from her trauma.

Jackie met her batterer when she was only sixteen and ran away with him because she had an abusive parent who was an alcoholic. Even though she did not have a positive role model in her life, she managed to stay in school in spite of suffering from the trauma of her childhood. Over time, her batterer did not allow her to go out with her friends or family without him. He physically, mentally and verbally abused Jackie. He controlled every aspect of her life.

Jackie became pregnant after being with her batterer for two years. She was happy but was worried about how he would react since she knew he did not want to have children. When Jackie decided to tell him about the baby, he beat her and kicked her in the stomach, causing her to end up in the hospital where she miscarried. She told the nurses at the hospital that she fell down the stairs, as she was in fear of what he might do to her if she told anyone about the abuse. Her depression worsened and she often thought of committing suicide but was scared of what he would do to her if she survived.

After 3 years of his abuse, she finally decided to leave and sought help from CORA's hotline. She was accepted into CORA's Permanent Housing Program and she immediately began her apartment search. She was determined and committed to find a new home. Luckily, she and her advocate found a place right away.

Jackie has worked hard on her goals. Since moving into her new housing, she has started college and has a job as a nanny. She is happier and confident and is learning to utilize her tools and skills to become self-sufficient. For example, she is learning how to save and budget her money and is working on building her credit to buy a car. Jackie never misses her case management appointments; she pays her rent on time and is successful in school. Her progress and growth are incredible in the face of all that she has endured. Her resilience as a young woman continues to be amazing.

**Not her real name.*

SECTION II

General Housing Authority Operating Information

Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year			
Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Ocean View Senior Apartments	31	31	The Ocean View Senior Apartments is an existing 100-unit affordable apartment building located in Pacifica, CA. The residential property serves low-income seniors and has 100 one-bedroom units. The property will undergo major upgrades to the building systems and building improvements. Rehab work is expected to be completed by the end of 2016.
Half Moon Village, Phase II	114	114	Half Moon Village is a 115-unit affordable new construction senior development located in Half Moon Bay, CA. With the exception of the manager unit, all units are covered by project-based vouchers serving low-income senior households. This property is part of the bigger Half Moon Village development where it will serve a total of 160 low-income senior households. Construction was completed in July 2015 and the project is 100% leased.
Alma Point (formerly known as Foster Square)	33	33	Alma Point is a 66-unit affordable new construction senior development located in Foster City, CA. 33 units will be covered by project-based vouchers serving low-income senior households. Construction has been completed in June 2016.
Sweeney Lane Apartments (formerly known as Mission Street Family Housing)	26	26	Mission Street Family Housing is a 52-unit affordable multi-family new construction development located in Daly City, CA. 26 units will be covered by project-based vouchers serving low-income families. Construction is expected to be completed in late 2016.
Sequoia Belle Haven	n/a	69	Sequoia Belle Haven is part of the bigger Gateway (formerly a Moderate Rehab project) redevelopment located in Menlo Park, CA. When complete, the project will greatly increase the number of affordable housing units. Sequoia Belle Haven, first phase of the redevelopment, consists of 90 newly constructed units. With the exception of the manager unit, all 89 units will serve low-income senior households. 69 units are covered by project-based vouchers. Construction is expected to be completed in spring 2017.
University Avenue	40	40	University Avenue is a 41-unit affordable new construction senior development located in E. Palo Alto, CA. With the exception of the manager unit, all units will be covered by project-based vouchers serving low-income senior households. Construction is expected to be completed in spring 2017.

<p>Anticipated Total Number of New Vouchers to be Project-Based *</p> <p>244</p>	<p>Actual Total Number of New Vouchers that were Project-Based</p> <p>313</p>	<p>Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *</p> <p>244</p> <p>Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year</p> <p>313</p>	<p>Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *</p> <p>145</p> <p>Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year</p> <p>114</p>
--	---	--	--

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year	
	n/a
	n/a
	n/a

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of Actual Capital Fund Expenditures During the Plan Year

The HACSM Capital Fund grant is generated by a very small Public Housing inventory. In CY2015, HACSM recieved just \$31,555 in Capital Funds and \$16,034 in Operating Subsidy. For the 30 units of Public Housing at El Camino Village (Development #CA014000004), in FY2016, HACSM completed kitchen remodels to resident units. The total expenditure on the project was approximately \$129,000, therefore use of MTW block grant funds was necessary.

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

Housing Program *	Total Units	Overview of the Program
n/a	0	n/a
n/a	0	n/a
n/a	0	n/a
Total Other Housing Owned and/or Managed	0	

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

If Other, please describe:

n/a

Leasing Information

Actual Number of Households Served at the End of the Fiscal Year		
Housing Program:	Number of Households Served* Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs **	22	54
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs **	14	22
Port-In Vouchers (not absorbed)	0	0
Total Projected and Actual Households Served	36	76
* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.		
** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.		
Housing Program:	Unit Months Occupied/Leased**** Planned	Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs ***	264	648
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Tenant-Based Assistance Programs ***	168	264
Port-In Vouchers (not absorbed)	0	0
Total Projected and Annual Unit Months Occupied/Leased	432	912
n/a		
*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.		
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.		

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

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

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

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	X	X	x	50	50	76	X	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	x	50	50	76	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	x	100%	100%	100%	X	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix									
In order to demonstrate that the statutory objective of "maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration" is being achieved, the PHA will provide information in the following formats:									
Baseline for the Mix of Family Sizes Served									
Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained				
1 Person	X	1471	0	1471	38.00%				
2 Person	X	1041	0	1041	27.00%				
3 Person	X	570	0	570	15.00%				
4 Person	X	434	0	434	11.00%				
5 Person	X	201	0	201	5.00%				
6+ Person	X	148	0	148	4.00%				
Totals	0	3865	0	3865	100.00%				
Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	The baseline number represents all HCV households served in May 2010, when HACSM expanded the MTW activities to all HCV households.								

Mix of Family Sizes Served								
	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals	
Baseline Percentages of Household Sizes to be Maintained **	38%	27%	15%	11%	5%	4%	1	
Number of Households Served by Family Size this Fiscal Year ***	1689	1123	430	351	217	130	3940	
Percentages of Households Served by Household Size this Fiscal Year ****	43%	29%	11%	9%	6%	3%	1	
Percentage Change	13%	6%	-27%	-19%	10%	-18%	0	

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

Changes in household size were due to changes in household composition of the existing families, and the make up of the new families admitted to the program. This is a natural occurrence as HACSM does not target applicants based on family size.

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

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

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

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

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

Housing Program

Description of Leasing Issues and Solutions

Housing Choice Vouchers

During the reporting period, San Mateo county continues to experience extremely tight rental market and outrageously high unit rents. One of the challenges is that voucher holders are having to compete with high paid technology and biotech workers for the same limited market. To address this situation, HACSM has increased its project based vouchers to secure long term affordability, has collaborated with affordable housing developers, and private market landlords. In December 2015, HACSM increased the subsidy amounts to all bedroom sizes for voucher holders and in early 2016, finalized the negotiations with an organization that assists referred applicants and participant in thier housing serach.

n/a

n/a

n/a

n/a

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End		
Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
MTW Self Sufficiency Program/Activity #2000-1	16	Household reached the end of their voucher term, and/or reached an income level that HACSM paid \$0 subsidy for a maximum period of 90 days.
Housing Readiness Program/Activity #2009-2	13	Household reached the end of their voucher term, and/or reached an income level that HACSM paid \$0 subsidy for a maximum period of 90 days.
Tiered Subsidy Table/Activity #2010-9	22	The household reached an income level such that HACSM paid \$0 subsidy for a maximum period of 90 days.
n/a	n/a	n/a
Households Duplicated Across Activities/Definitions	0	* The number provided here should match the outcome reported where metric SS #8 is used.
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	51	

Wait List Information

Wait List Information at Fiscal Year End				
Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Housing Choice Voucher Program	Community-Wide	8333	Open	Yes
Federal MTW Housing Choice Voucher Program (Project-Based, 636 El Camino)	Site Based	593	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Alma Point)	Site Based	585	Closed	Yes
Federal MTW Housing Choice Voucher Program (Project-Based, Coastside Senior Housing)	Site Based	152	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Place)	Site Based	1771	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Delaware Pacific)	Site Based	1848	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Edgewater Isle)	Site Based	784	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Hillside Terrace)	Site Based	1871	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Half Moon Village)	Site Based	1059	Closed	Yes

Wait List Information at Fiscal Year End

Federal MTW Housing Choice Voucher Program (Project-Based, Magnolia Plaza)	Site Based	591	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Midway Village)	Site Based	1291	Closed	Yes
Federal MTW Housing Choice Voucher Program (Project-Based, Newell)	Site Based	737	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Pacific Oaks)	Site Based	734	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, Redwood Oaks)	Site Based	1222	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, St. Matthew)	Site Based	1236	Closed	Yes
Federal MTW Housing Choice Voucher Program (Project-Based, Willow Terrace)	Site Based	1189	Closed	No
Federal MTW Housing Choice Voucher Program (Project-Based, The Woodlands)	Site Based	1146	Closed	Yes
Federal MTW Public Housing Units	Site Based	1820	Closed	Yes

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

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

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

n/a
n/a
n/a

If Local, Non-Traditional Program, please describe:

n/a
n/a
n/a

If Other Wait List Type, please describe:

n/a
n/a
n/a

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

n/a

SECTION III

Proposed MTW Activities: HUD approval requested

“All proposed activities that are granted approval by HUD are reported on in Section IV as ‘Approved Activities’.”

SECTION IV

Approved MTW Activities: HUD approval previously granted

Implemented Activities

Activity #2000-1: MTW Self-Sufficiency Program

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

Description of the activity

The HACSM MTW program, first implemented in May 2000, was originally developed to respond to welfare reform and thus was fashioned to focus almost exclusively on improving families' self-sufficiency in preparation for the conclusion of their welfare assistance. The core design of HACSM's original MTW program consisted of limiting Housing Choice Voucher assistance to a maximum of six years, while at the same time offering self-sufficiency services to those participants. In FY10 HACSM changed the voucher term to a maximum of five years. Through December 2013, in order to reach the target population, HACSM only accepted new admissions through a referral process. The referring agencies included the SMC county welfare and social service departments, a drug treatment facility, and/or local homeless shelters. In addition to referring eligible families for admission to the MTW program, these same referring agencies signed agreements with HACSM to provide appropriate case management services to the family throughout the term of their subsidized housing assistance.

In FY2014, upon HUD approval, HACSM implemented several revisions to this activity, including the following: 1) January 2014, HACSM opened its HCV waitlist and with this opening began the enrollment of all new households in the MTW Self-Sufficiency program, 2) All new program participants from the HACSM waiting list are automatically enrolled in the MTW Self-Sufficiency program, thus eliminating the direct referral process and 3) HACSM expanded the number of vouchers allocated to the 5-year time limited program from 300 up to 800 vouchers.

All MTW Self-Sufficiency participants are required to participate in the HACSM Family Self-Sufficiency (FSS) program, which requires families to be gainfully employed and free of welfare assistance 12 months prior to the end of the FSS contract. Non-compliance with the FSS contract is cause for termination of housing assistance. HACSM collaborates with county and non-profit service providers to prepare MTW households to be economically self-sufficient upon graduation. With the flexibility afforded through the MTW program, HACSM designed a local method by which escrow is calculated for the FSS program participants at the time of graduation. In FY14, due to the fact that this MTW Activity #2000-4 (Escrow Accounts) was so integrally related to the self-sufficiency goals of program participants, HACSM combined these two activities under Activity #2000-1 for reporting purposes.

The HACSM escrow calculation method considers several activities that support a family's increasing self-sufficiency, which are often necessary for an individual to be job-ready and positioned for higher paying positions, instead of only recognizing increases in earned income. The maximum escrow credit and pay out at graduation is \$3,500 per family. Because escrows are only calculated and credited at the end of the FSS Contract term, interim withdrawals were eliminated.

The HACSM-designed calculation methodology is as follows:

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

- *Personal Participant Pay Point from Individual Training and Service Plan (ITSP).* Qualifying goals include: Transportation, child care, fulfilling student loan obligations, expunging criminal records, and resolving outstanding child support payments. \$250 for each Personal Participant goal completed. (\$500 maximum per family under this category)

Since this activity's original implementation, portability was generally not approved, due to the five-year time limit and HACSM's inability to enforce other PHAs compliance with this unique aspect of the HACSM approved activity. However, in FY15 due to households joining the program via the wait list, under the hardship policy, HACSM will consider a received request based on the following conditions: 1) Approved reasonable accommodation, 2) Participation, as a full time student, in a training program that is more than 35 miles from the nearest San Mateo County boarder, or 3) Full Time employment that is more than 35 miles from the nearest San Mateo County boarder. (See Appendix I for the full hardship policy)

Impact of the activity

In FY16, HACSM enrolled 149 new families from the MTW Wait List to the Self-Sufficiency program and 16 families graduated. There were a total of 255 households, actively participating in the program.

There were eight families who requested a hardship extension in FY2016. Based on the hardship policy, HACSM approved seven of the requests. Although not a part of the Standard Metrics, HACSM has also been monitoring the housing outcomes for families exiting the program. In FY2016, of the 16 households who graduated from the program, none of the families expressed that they would have to enter shelter or become homeless graduation. During FY16, seven households requested hardship extensions due to the "tight rental market" criteria and all nine were granted 12-month extensions.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #1: Increase in Household Income						
Average earned income of households (\$)	As established in FY10, the average earned income of households at entry was \$17,858	Expected increase in average earned income of \$500 annually of households affected by this policy prior to implementation.	\$20,094	\$25,341	Benchmark Achieved	N/A

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #2: Increase in Household Savings						
Average savings of households (\$)	As established in FY13, the average savings per household was \$569	Expected \$100 increase in savings per household	\$409	\$630	Benchmark Achieved	N/A
SS #3: Increase in Positive Outcomes in Employment Status (Based on Head of Household Information)						
Employed Full Time	FY13 nine (9) HOH who graduated from the program were employed full time at program entry	Expected number of HOH employed full time: 15	76 HOH	112 HOH	Benchmark Achieved	N/A
Employed Part Time	FY13 two (2) HOH who graduated from the program were employed part time at program entry	Expected number of HOH employed part time: 10	87 HOH	110 HOH	Benchmark Achieved	N/A
Enrolled - Ed Program	FY13 five (5) HOH who graduated from the program were enrolled in an education program	Expected number of HOH enrolled in education program: 10	49 HOH	54 HOH	Benchmark Achieved	N/A
Enrolled – Job Training	FY13 five (5) HOH who graduated from the program were enrolled in a job training program	Expected number of HOH enrolled in job training program: 10	22 HOH	26 HOH	Benchmark Achieved	N/A
Unemployed	FY13, eight (8) HOH who graduated from the program were unemployed at program entry	Expected number of HOH unemployed: 10	101 HOH	119 HOH	Numeric benchmark not achieved	HACSM has implemented quarterly meetings with household, to coach and mentor households where the HOH is unemployed or earning less than \$12,000 annually, in effort to support their continued progress. Practically speaking, HACSM staff are working very closely with these households to secure employment and/or education to become employed. Also, in many of these households, although the HOH is currently unemployed, there are other adult household members that are working, thus the family as a whole does have earned income.

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF assistance	131 families were receiving TANF at program entry. In FY13, 83 families were receiving TANF	Decrease in the number of families receiving TANF by 10 families per year	36 Households	63 Households	Benchmark Achieved	N/A
SS #5: Households Assisted by Services that Increase Self-Sufficiency						
Number of households receiving services aimed to increase self-sufficiency	In FY13, 19 families completed financial, employment, and educational workshops	HACSM expects 30 of the households receiving self-sufficiency services after implementation	243 Households	310 Households	Benchmark Achieved	N/A
SS#6: Reducing Per Unit Subsidy Costs for Participating Households						
Average amount of Section 8 subsidy per household (\$)	In FY12, the average amount of Section 8 subsidy per household was \$1331	HACSM expects the average subsidy per household after implementation to remain consistent at \$1331	Average subsidy \$1,142	Average Subsidy \$1,477	Numeric benchmark not achieved	Due to the housing crisis and rapidly increasing contract rents on the open market, HACSM regularly reviews the HAP budget along with the rent burden for households served. In late 2015, HACSM increased the subsidy amounts on the TST to ensure that households receive sufficient subsidy assistance.
SS#8: Households Transitioned to Self-Sufficiency						
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency: 10/year	77 Households	16 Households	Benchmark Achieved	N/A

The HACSM definition of Self-Sufficiency includes the following:

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2008

Description of the activity

Through partnerships with San Mateo County's Center on Homelessness and other providers of homeless services, HACSM is able to serve up to 150 homeless families. Homeless families join the program through a referral process. Program participants receive rental subsidy for up to three years while at the same time having continued access to various supportive services programs, provided by the homeless services partners.

Impact of the activity

To date, the HRP has provided the San Mateo Community a key program to address the needs of homeless individuals and families residing in San Mateo County. In FY2016, HACSM accepted 127 referrals from the Homeless Services Partners and subsequently 45 new homeless households were admitted to the Housing Readiness Program. In total HACSM assisted 97 different households in FY16.

Since one of the program designs includes a three-year term of participation, in FY16, 13 households graduated from the program. Additionally, HACSM received 20 requests for hardship extensions, all of which were granted.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #1: Increase in Household Income						
Average earned income of households (\$)	Average earned income of households affected by this policy in FYE13 was \$19,339	Expected average earned income in households affected by this policy after implementation is \$20,500	\$16,364	\$16,293	Benchmark not achieved	The Housing Readiness program is designed to assist individuals and families who are homeless, many of whom have experienced more than six-months of homelessness. Often, these individuals have other significant barriers such as substance abuse and other disabilities. The program was designed based on the "housing first" model and thus, at entry the individuals referred may have additional challenges to increasing their earned income immediately upon program entry. Another reason for challenges related to underperforming this metric includes the fact that the case management is provided by the referring agency, whose priorities for the household may differ on this metric. For

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
						example, the initial goal is housing stability, that will be a potentially positive long term impact for the family, but may negatively impact the results of this metric.
SS #2: Increase in Household Savings						
Average savings of households (\$)	Average savings per household at program entry in FY13 was \$249	Expected increase in savings per household: \$100	\$496	\$881	Benchmark Achieved	N/A
SS #3: Increase in Positive Outcomes in Employment Status (Based on Head of Household Information)						
Employed Full Time	In FY12, 11 HOH employed full time	Expected number of HOH employed full time: 11	16 HOH	6 HOH	Benchmark not Achieved	As discussed above, HRP households, at times have significant barriers and aspiration line for full time employment success. It's important to note that although the HOH may not be employed full time, often multiple adults in the household are working, in support of the household.
Employed Part Time	In FY12, 12 HOH employed part time	Expected number of HOH employed part time: 10	17 HOH	10 HOH	Benchmark Achieved	N/A
Enrolled - Ed Program	In FY12, zero (0) HOH enrolled in an education program	Expected number of HOH enrolled in education program: 10	13 HOH	0 HOH	Benchmark Achieved	See explanation above.
Enrolled – Job Training	In FY12, zero (0) HOH enrolled in a job training program	Expected number of HOH enrolled in job training program: 10	2 HOH	1 HOH	Benchmark not Achieved	Upon review, and on-going reports from the case managers, this low number seems directly related to the needs and special circumstances of this population. Many participants in HRP have medical situations that make participation in regular education challenging.
Unemployed	In FY12, 11 HOH unemployed	Expected number of HOH unemployed: 10	16 HOH	15 HOH	Benchmark not Achieved	Families in the housing readiness program often have other adult members who are actively working. So while this outcome continues to be higher in FY16, overall the program participants are making significant progress in their increasing overall self-sufficiency.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF	In FY12, 13 households were receiving TANF at program entry	Expected average of households receiving TANF: 10 Households	7 Households	12 Households	Benchmark not achieved	HACSM is collaborating with HSA and the other benefits available to formerly homeless individuals and families. TANF is often a necessary support when the household first

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
assistance						joins the HRP program.
SS#5: Households Assisted by Services that Increase Self-Sufficiency						
Number of households receiving services aimed to increase self-sufficiency	Zero families were receiving self-sufficiency services prior to implementation of the activity	HACSM expects 40 household to receive self-sufficiency services after implementation of the activity	53 Households	99 Households	Benchmark Achieved	N/A
SS#6: Reducing Per Unit Subsidy Costs for Participating Households						
Average amount of Section 8 subsidy per household (\$)	In FY12, the average amount of Section 8 subsidy per household: \$908	HACSM expects the average subsidy per household after implementation to remain consistent with overall MTW program at: \$1200	\$754	\$1,384	Benchmark not achieved	Based on the current HACSM rental market, the average subsidy for the HRP program is in alignment with SMC as a whole.
SS#8: Households Transitioned to Self-Sufficiency						
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	Expected number of households transitioned to self-sufficiency: 10/year	17 Households	13 Households	Benchmark Achieved	N/A

The HACSM definition of Self-Sufficiency includes the following:

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2000

Implemented by HACSM: 5/1/2000

Description of the activity

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

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

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

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

Impact of the activity

In FY2016, San Mateo County continued to be one of *the* highest cost of living communities in our nation. Current participants and new applicants searching for affordable housing in San Mateo County are faced with an extremely challenging and competitive housing crisis. Since implementation, HACSM has found that this activity has provided some necessary relief to those engaged in a search for affordable housing in San Mateo County.

In FY16, HACSM continued to monitor the lease up statistics, voucher utilization, and the prevailing rent burden for participants to ensure that vouchers are being utilized and participants are not facing an overly burdensome cost for housing. Upon review of the 207 new HAP Contracts for households seeking units on the open market (not in PBV units) initiated in FY16, 145 of households were paying up to 40% of their monthly adjusted income towards their rent, 45 of households were paying between 41-50% of their monthly adjusted income towards their rent, and 17 of households were paying 50% or more of their monthly

adjusted income towards their rent. It is important to note that, as discussed in the design of this activity above, all HAP contracts that could result in a household's paying more than 50% of their monthly adjusted income toward their rent received additional supervisory review and one-on-one discussions with the household. During the course of the review, HACSM staff review the households income, and potential excluded income sources that could positively impact the households ability to meet the additional rent burden to ensure the feasibility of the potential rental unit. This is an additional step that HACSM staff take to support the household on a case-by-case basis.

In FY16 HACSM received 646 Request for Tenancy Approvals (RTAs) and had to deny 18, approximately 3%, due to affordability exceeding 50% of the household's monthly adjusted income. Without this activity, the reality of finding and securing a new home would be even more bleak with the current realities of the San Mateo County housing market.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC #5: Increase in Resident Mobility						
Number of households able to move to a better units and/or neighborhood of opportunity as a result of the activity (increase).	Zero (0) families.	HACSM expects that 20 households will be able to move to a better unit and/or neighborhood of opportunity after implementation.	32 households were able to move to a better unit and/or neighborhood of opportunity.	82 Households	Benchmark Achieved	<p>As discussed in the FY15 Report, the San Mateo County rental market continued to be extremely competitive in FY16. The Housing Authority is actively working with affordable housing developers through the Project Based Voucher Program and the Housing and Community Development Division to finance new and rehabilitation projects that will increase the supply of affordable housing that is transit oriented and located in neighborhoods of opportunity.</p> <p>Also, in FY16, HACSM joined San Francisco and Marin Counties to complete a local rent study. As a result of that, the FMR amounts where significantly increased as a result, also supporting voucher holders ability to access neighborhoods of opportunity.</p>

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2009

Implemented by HACSM: 7/1/2009

Description of the activity

In HACSM's FY2009 Supplemental MTW Annual Plan, HACSM received approval to project-base up to 100% of the replacement vouchers at public housing units undergoing the demo/diso process. HACSM submitted two demo/diso applications in June 2010. The application for Midway Village was approved by HUD in January 2011 and vouchers were issued to all eligible households, 149 vouchers in total, in May 2011. All 150 units at Midway Village are now under a Project-Based HAP contract. The application for El Camino Village was not approved by HUD. In late FY15, HACSM received its Commitment to Enter into a HAP (CHAP) from HUD.

Impact of the activity

In FY16, HACSM has been working with the HUD RAD office, regarding the potential conversion of ECV to a RAD-PBV project. This effort is on-going, and as of the writing of this Report, is continuing. As such, HACSM does not have any statistically updates from FY16 for this activity. HACSM has provided the baseline, benchmark information for this activity below.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#4: Displacement Prevented						
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	30 households at El Camino Village could lose their housing assistance or need to move prior to implementation	Two (2) households	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the activity

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

Impact of the activity

HACSM began implementation of this alternate recertification schedule in August 2014. Due to the gradual roll out, implementation was completed in FY16 and 666 households were seen during the fiscal year. At this point, elderly/disabled households are scheduled for on-going eligibility appointments on a triennial recertification schedule.

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task (\$)	In FY14, the cost of completing this task was \$154,085	HACSM expects that the cost for completing this task to not exceed \$118,645	In FY15, the cost to complete this task was \$ 32,185	\$48,855	Benchmark achieved	N/A
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task prior to implementation of the activity was 2949 hours	Expected amount of total staff time dedicated to the task after implementation of the activity 1800 hours	In FY15, it required 618 hours to complete this task	688 Hours	Benchmark achieved	N/A
CE #5: Increase in Agency Rental Revenue						
Rental revenue in	Rental revenue prior to	Expected rental revenue	N/A – This activity	N/A – This activity	N/A	N/A

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
dollars	implementation	after implementation	has no impact on the "rental revenue" of the agency	continues to have no impact on the agency's "rental revenue"		

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2010-7: Simplify Rent Calculation Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the activity

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

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

Effective July 1, 2013, HACSM eliminated the EID portion of this activity as all current program participants were realizing greater benefit from the alternate recertification schedule, coupled with the HACSM interim policy

Since implementation, the streamlined method for calculating assets has significantly simplified the rent calculation process without creating further burden for program participants. In FY15, due to the new Standard Metrics reporting requirements, HACSM experienced an increase in staff time and administrative expense, due to the need to again capture, log, and track all participant assets regardless of their value. As was the case prior to initial implementation, most participants have assets less than \$1,200, so the administrative savings previously realized through this activity have been significantly reduced due to the required increase in data tracking.

Impact of the activity

In FY16 the total gross assets of all program participants was \$2,855,020 with an average account balance of \$714. With this balance equaling almost 99% of accounts, in actuality program participants effectively earned zero interest. The low amount realized through this estimation has no financial impact for HACSM. In FY16 there were only 10 households with assets greater than \$50,000. In total, their assets equaled \$959,022, and on average, each household had \$95,902 in gross assets. As directed through this activity, HACSM staff included the actual interest earned to the annual income calculation for these households.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task (\$)	In FY14, the cost of calculating the annual adjusted income for 3,102 households seen was \$59,774.	N/A	To calculate the annual adjusted income (AAI) for the 2860 households seeing in FY15, the agency cost was \$59,579	AAI for 2380 households seen, agency cost: \$61,068	N/A	Increase in staff cost due to increase in salary and benefits
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	In FY09, 1295 Hours	993 Hours	950 hours complete calculation of the household's AAI	762 Hours	N/A	(See narrative for the determination of the Agency Cost Savings for this activity)
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task (%)	0%	0%	3% of files reviewed had errors related to assets	0 (zero) files reviewed had errors related to the calculation of assets	Benchmark Achieved	N/A
CE #5: Increase in Agency Rental Revenue						
Rental revenue in dollars	Rental revenue prior to implementation	Expected rental revenue after implementation	N/A – This activity has no impact on the “rental revenue” of the agency	N/A – This activity has no impact on the “rental revenue” of the agency	N/A	Due to the low dollar value of program participant's assets, and the rent reform program calculation, this activity has no direct impact on the “rental revenue” for HACSM.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2010-8: Simplify Third Party Verification Process

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the activity

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

The streamlining activities included the following:

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

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

Impact of the activity

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

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost to complete the task	In FY09, the total cost to complete this task was \$29,285	\$15,000 annually	In FY15, the total cost to complete this task was \$7,150	\$1,666	Benchmark Achieved	N/A
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	On average, HACSM staff spent 738 hours annually to process third-party verifications (est. FYE2009)	HACSM expects an average of no more than 369 hours per year for staff to process third-party verifications	In FY15, HACSM spent an average of 119 hours to process third-party verifications	99 Hours	Benchmark Achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation: 10%	Expected average error rate of task after implementation: 10%	The average error rate in FY15 was approximately 15%	The average error rate in FY16 was approximately 1%	Benchmark not achieved	HACSM did not track this metric prior to implementation of the Standard Metrics so can only report back on the percentage of errors in each reporting period..
CE #5: Increase in Agency Rental Revenue						
Rental revenue in dollars	In FY14, the rental revenue was \$1,638,019	In FY 15 the rental revenue after implementation was \$1,639,000	The agencies rental revenue was \$1,777,306	\$1,707,628	N/A	Note: This "rental revenue" is a theoretical amount as it relates to the Housing Authority. The "rental revenue" is the household's "Tenant Rent Portion" that is paid by the tenant directly to the private market landlord, not the Housing Authority.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 3/1//2010

Description of the activity

The TST, a subsidy table representing the first of its kind in the nation, gives HACSM the ability to inform the participant of the maximum dollar amount that HACSM will contribute to their housing costs *at the time* of voucher issuance. This is a 180° change from the standard HCV rules that cannot determine the participant's subsidy portion until after a potential unit is secured and the contract rent and utility responsibilities are negotiated with the landlord/owner.

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

Impact of the activity

In FY16 the TST has continued to provide greater flexibility for families and a simpler rent calculation method for staff. Because of the on-going high rents in San Mateo County, HACSM has continued to closely monitor the subsidies provided by the TST and resulting tenant rent burden. In October 2015 HACSM increased the subsidy amounts of the TST to reflect the current, extremely competitive rental market in San Mateo County. The October 2015 TST can be found below. HACSM also participated in a regional FMR review, in collaboration with the San Francisco Public Housing Authority and Marin County due to the continued housing crisis and rapidly increasing costs in the rental market for the greater San Francisco regional area. Recently, HACSM received notice of HUD approval of the increased FMR amounts and began an impact analysis. HACSM has not received any hardship requests in relation to the TST rent reform program.

New-Move TST Effective 10/1/15
All Except PB*, MR, & PSH

*Consult PB information list for the correct table

Tenant Based Properties (All Except MR, PSH)										Voucher/Unit Size	
L	H	0	1	2	3	4	5	S		Note: The Voucher size is based on the composition of the household.	
	0	1,999	1371	1858	2351	2928	3491	4018	1046		
	2,000	4,999	1308	1795	2288	2865	3428	3955	981		
	5,000	7,999	1233	1720	2213	2790	3353	3880	924		
	8,000	10,999	1158	1645	2138	2715	3278	3805	868		
	11,000	13,999	1083	1570	2063	2640	3203	3730	812		
	14,000	16,999	1008	1495	1988	2565	3128	3655	756		
	17,000	19,999	933	1420	1913	2490	3053	3580	699		
	20,000	22,999	858	1345	1838	2415	2978	3505	643		
	23,000	25,999	783	1270	1763	2340	2903	3430	587		
	26,000	28,999	708	1195	1688	2265	2828	3355	531		
	29,000	31,999	633	1120	1613	2190	2753	3280	474		
	32,000	34,999	558	1045	1538	2115	2678	3205	418		
	35,000	37,999	483	970	1463	2040	2603	3130	362		
	38,000	40,999	408	895	1388	1965	2528	3055	306		
	41,000	43,999	333	820	1313	1890	2453	2980	249		
	44,000	46,999	258	745	1238	1815	2378	2905	193		
	47,000	49,999	183	670	1163	1740	2303	2830	137		
	50,000	52,999	108	595	1088	1665	2228	2755	81		
	53,000	55,999	33	520	1013	1590	2153	2680	24		
	56,000	58,999	0	445	938	1515	2078	2605	0		
	59,000	61,999	0	370	863	1440	2003	2530	0		
	62,000	64,999	0	295	788	1365	1928	2455	0		
	65,000	67,999	0	220	713	1290	1853	2380	0		
	68,000	70,999	0	145	638	1215	1778	2305	0		
	71,000	73,999	0	70	563	1140	1703	2230	0		
	74,000	76,999	0	0	488	1065	1628	2155	0		
	77,000	79,999	0	0	413	990	1553	2080	0		
	80,000	82,999	0	0	338	915	1478	2005	0		
	83,000	85,999	0	0	263	840	1403	1930	0		
	86,000	88,999	0	0	188	765	1328	1855	0		
	89,000	91,999	0	0	113	690	1253	1780	0		
	92,000	94,999	0	0	38	615	1178	1705	0		
	95,000	97,999	0	0	0	540	1103	1630	0		
	98,000	100,999	0	0	0	465	1028	1555	0		
	101,000	103,999	0	0	0	390	953	1480	0		
	104,000	106,999	0	0	0	315	878	1405	0		
	107,000	109,999	0	0	0	240	803	1330	0		
	110,000	112,999	0	0	0	165	728	1255	0		
	113,000	115,999	0	0	0	90	653	1180	0		
	116,000	118,999	0	0	0	15	578	1105	0		
	119,000	121,999	0	0	0	0	503	1030	0		
	122,000	124,999	0	0	0	0	428	955	0		
	125,000	127,999	0	0	0	0	353	880	0		
	128,000	130,999	0	0	0	0	278	805	0		
	131,000	133,999	0	0	0	0	203	730	0		
	134,000	136,999	0	0	0	0	128	655	0		
	137,000	139,999	0	0	0	0	53	580	0		
	140,000	142,999	0	0	0	0	0	505	0		

Annual Income

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost to complete the task	In FY14, cost of task prior to implementation: \$81,000	Expected cost of task after implementation: \$81,000	In FY15, the cost to complete this task was \$74,474	\$65,474	Benchmark achieved	As discussed in the FY14 Report, HACSM did not separate the time or cost for this specific task in the recertification process, and thus is not able to provide a baseline prior to implementation. In FY14, HACSM proposed to use \$81,000 as the baseline and benchmark in future reports.
CE#2: Staff Time Savings						
Total time to complete task in staff hours	In FY14, this task required 1,550 staff hours	Expected staff time required to complete this task, 1,550 hours	In FY15, the staff time to complete this task was: 1,430 hours	1,190 hours	Benchmark achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	Average error rate of task prior to implementation: 10%	Expected average error rate of task after implementation: 10%	Approximately 4% of files failed file review.	Approximately 2% of the files failed file review.	Benchmark achieved	Upon review, the incorrect subsidy amounts were not due to rent reform, TST schedule, but rather to errors made in the calculation of the households annual adjusted income. In each case, HACSM staff received further instruction regarding the specific errors.
CE #5: Increase in Agency Rental Revenue						
Rental revenue in dollars	In FY14, the rental revenue was \$1,638,019	Expected rental revenue after implementation: \$1,638,019	Actual rental revenue after implementation: 1,777,306	\$1,707,628	N/A	Note: This "rental revenue" is a theoretical amount as it relates to the Housing Authority. The "rental revenue" is the household's "Tenant

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
						Rent Portion" that is paid by the tenant directly to the private market landlord, not the Housing Authority.
SS #1: Increase in Household Income						
Average earned income of households (\$)	In FY13 the average earned income per household was \$25, 566	\$256 per year (a 1% increase)	In FY15, the average earned income per household was \$20,773, a \$5,203 decrease	\$21,897 per household	Benchmark not achieved	Although this benchmark was not fully achieved in FY16, overall the average did increase from FY15 to FY16. HACSM staff will continue to work with the self-sufficiency households on this important goal.
SS #3: Increase in Positive Outcomes in Employment Status (Based on Head of Household Information)						
Other: Employment	In FY14, 673 were employed	Expected number of HOH employed after implementation: 1,300	Actual number of HOH employed after implementation: 1543	2,319	Benchmark achieved	
	In FY14, 31% of workable household were employed	Expected percentage of total work-able households employed after implementation: 50%	Actual percentage of total work-able households employed after implementation: 58%	59%	Benchmark achieved	
Unemployed	In FY14 148 HOH were unemployed	Expected number of HOH unemployed after implementation: 400	Actual number of HOH unemployed after implementation: 341	95	Benchmark achieved	
	In FY14 24% of work-able HOH were unemployed	Expected percentage of total work-able households who are	Actual percentage of total work-able households who are unemployed full time after implementation: 11%	2%	Benchmark achieved	

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
		unemployed after implementation: 15%				
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF assistance	in FY14, 177 households were receiving TANF.	Expected average of households receiving TANF after implementation: 400	Actual number of households receiving TANF after implementation. 307	267	Benchmark achieved	
SS#8: Households Transitioned to Self-Sufficiency *						
Number of households transitioned to self-sufficiency	HACSM is unable to determine the number of households transitioned to self-sufficiency prior to implementation, however, in FY13, 11 households left the program due to "Zero HAP" status	HACSM expects 2 households will transition to self-sufficiency after implementation	In FY15, 19 households transitioned to self-sufficiency.	16 households due to graduation from MTW-SS Program, and 22 due to income increases such that there was no HAP paid for a period of 90 days.	Benchmark achieved	N/A

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

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2010-10: Simplify HQS Process (HACSM-owned or affiliated properties)

Approved by HUD: FYE2010

Implemented by HACSM: 7/1/2009

Description of the activity

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

Impact of the activity

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

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	In FYE09, HACSM had an annual direct cost of \$1,500 to hire outside consultants to inspect HACSM-owned properties	HACSM expects that this task will cost no more than \$6,000 annually, after implementation	In FY15, the cost to conduct these inspections was \$1,612	\$1,875	Benchmark Achieved	N/A
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	In FYE10, the total staff time per inspection: 60 hours	Expected amount of total staff time to complete the task: 112 hours	In FYE15, 58 hours were required to complete HQS inspections at HACSM-owned properties.	75 hours at a rate of one hour per inspection, conducted by the outside consultant	Benchmark Achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	In FY14, the average error rate was 28%	Average error rate in completing the task: 10%	Average error rate in completing HQS inspections was 0%	Average error rate in completing HQS inspections at HACSM-owned properties was 0%	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 1/27/2011

Description of the activity

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

Impact of the activity

HACSM did not have any Public Housing or other HACSM owned or affiliated properties that converted to PBV in FY16.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost to complete the task	Cost of task prior to implementation was \$3314.40	Expected cost of task after implementation: \$4,000	N/A	N/A	N/A	N/A
CE #2: Staff Time Savings						
Total time to complete task in staff time	40 hours	HACSM expects that it will take 20 hours to complete this task	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Description of the activity

With this activity, HACSM has the authority to offer residents of public housing units undergoing disposition from public housing status, the option to relocate immediately or any time thereafter, using a tenant transfer voucher. With the approval of HACSM's demo/diso application, existing public housing residents at the time of disposition are not required to stay in their unit for 12 months after conversion to PBV assistance. Instead, former public housing residents have the choice to determine if and when they want to move. Midway Village, completed its Demo/Dispo process in FYE12. In FY15, HACSM received its Commitment to enter into a HAP (CHAP) from HUD for El Camino Village and has been working with HUD regarding converting the property from Public Housing to a RAD-Project Based complex.

Impact of the activity

IN FY16, HACSM has continued to work with the HUD RAD office, regarding the potential conversion of ECV to a RAD-PBV project. This effort is on-going, and as of the writing of this Report, is continuing. As such, HACSM does not have any statistically updates from FY16 for this activity. HACSM has provided the baseline, benchmark information for this activity below.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#5: Increase in Resident Mobility						
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	In FY10, (0) households able to move to a better unit/or neighborhood of opportunity	HACSM expects that two (2) households are able to move to a better unit and/or neighborhood of opportunity after implementation	N/A	N/A	N/A	N/A
HC#7 Household Assisted by Services that Increase Housing Choice						
Number of households receiving services aimed to increase housing choice	In FY10, (0) households were receiving this type of service	HACSM expects that 2 households will receive these services after implementation	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Description of the activity

At the time of disposition, if a public housing resident is residing in an oversized unit and HACSM does not have the proper size unit available for the resident to relocate, HACSM will accept a lower HAP based on the unit size the resident qualifies for and not the actual unit size occupied. However, as is the current policy, as units of the appropriate size become available at the subject project-based property, the over-housed resident will be required to move into the newly available unit. As reported in FY12, the dispo application for Midway Village was approved and the conversion completed. In FY15, HACSM received its Commitment to enter into a HAP (CHAP) from HUD for El Camino Village and has been working with HUD regarding converting the property from Public Housing to a RAD-Project Based complex.

Impact of the activity

In FY16, HACSM has continued to work with the HUD RAD office, regarding the potential conversion of ECV to a RAD-PBV project. This effort is on-going, and as of the writing of this Report, is continuing. As such, HACSM does not have any statistically updates from FY16 for this activity. HACSM has provided the baseline, benchmark information for this activity below.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#4: Displacement Prevented						
Number of households at or below 80% AMI that would lose assistance or need to move (decrease).	In FY14, there are seven (7) households at or below 80% AMI at El Camino Village who are over-housed and that would lose assistance or need to move	HACSM expects that no more than 5 households at or below 80% AMI would lose assistance or need to move (decrease).	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2010

Implemented by HACSM: 5/1/2011

Description of the activity

Permits residents of public housing undergoing the disposition process that are not eligible to receive a voucher due their household income which exceeds the income limitations of the voucher program to have the option to remain in the unit (for a maximum of 12 months) at the higher of the flat rate or market rate for the unit. Additionally, should the former resident's income level in the subsequent six months (after vacating the public housing development) decrease to a level that they would be income eligible, they will be allowed to re-apply to the project based wait list with a preference. At such time as the resident vacated the unit, the unit would convert to a standard project-based unit. As reported in FY12, the dispo application for Midway Village was approved and the conversion completed. In FY15, HACSM received its Commitment to enter into a HAP (CHAP) from HUD for El Camino Village and has been working with HUD regarding converting the property from Public Housing to a RAD-Project Based complex.

Impact of the activity

In FY16, HACSM has continued to work with the HUD RAD office, regarding the potential conversion of ECV to a RAD-PBV project. This effort is on-going, and as of the writing of this Report, is continuing. As such, HACSM does not have any statistically updates from FY16 for this activity. HACSM has provided the baseline, benchmark information for this activity below.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #1: Increase in Household Income						
Average earned income of households (\$)	Averaged earned income of households at El Camino Village equal: \$23,410	Expected averaged earned income of households affected by this policy after implementation: \$24,500	N/A	N/A	N/A	N/A
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF assistance	FY14, five (5) households were receiving TANF	Expected number of households receiving TANF after implementation: Five (5) households	N/A	N/A	N/A	N/A

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
SS #6: Reducing Per Unit Subsidy Costs for Participating Households						
Average amount of Section 9 subsidy per household (\$)	FY14, the average Section 9 subsidy per household: \$1,309	Expected average subsidy per household after implementation: \$1,309	N/A	N/A	TBD	N/A
SS #7: Increase in Agency Rental Revenue						
PHA rental revenue (\$)	FY14, PHA rental revenue \$239,052	Expected PHA rental revenue after implementation \$239,052	N/A	N/A	TBD	N/A
SS #8: Households Transitioned to Self-Sufficiency *						
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	HACSM does not expect this activity to impact a households self-sufficiency, therefore the expected number of households transitioned to self-sufficiency after implementation to be 1 household	N/A	N/A	TBD	N/A

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

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Description of the activity

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

Impact of the activity

The biennial inspection schedule has continued to support the HACSM goal of greater administrative efficiency. It has also provided HACSM staff the time savings to redirect toward assisting participants to secure housing, facilitating the lease up process between the participants and landlords and finally to conduct owner outreach, which is absolutely vital in San Mateo County at this time. In FY16 a landlord appreciation event was held to recognize owners of rental property who actively participate with the subsidized housing programs. Approximately 50 property owners were in attendance for the event. The HACSM Leasing Team also developed quarterly newsletters that were mailed to owners along with their HAP statements. The newsletters included program information that addressed frequently asked questions and/or potential emerging issues.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE#1: Agency Cost Savings						
Total cost of task in dollars	On average the cost to complete HQS inspections prior to implementation: \$195,046	HACSM expects that it will cost no more than \$100,000 (annually) to complete HQS inspections	Actual cost to conduct HQS inspections: \$55,976	\$111,471	Benchmark Achieved	When HACSM established the benchmark for this activity, it did not consider the increased costs due to increased salary and benefits. If those annual increases due to cost of living are taken into consideration, this activity has met its expected outcome.
CE#2: Staff Time Savings						
Total time to complete task in staff hours	On average, it required 4,157 hours annually to complete the annual HQS inspections prior to implementation	HACSM expects that will require 2,161 hours to complete HQS inspections on an annual basis	Actual amount of total staff time dedicated to complete HQS inspections: 1,952 hours	2026 Hours	Benchmark Achieved	N/A

CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	HACSM is establishing this baseline with the FY13. The error rate was 44%	Average error rate: 25%	Average error rate in HQS inspections was 4%	Average error rate in HQS inspections was 0%	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2011

Implemented by HACSM: 5/23/2011

Description of the activity

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

In selecting future Project-Based projects, HACSM has acknowledged that it will give preference to properties that are newly constructed, located near public transportation corridors, and contain energy efficient features. This activity provides an avenue to increase housing choice for families by increasing the supply of decent, safe, and sanitary affordable housing. By diversifying the use of our finite number of vouchers, this initiative will provide a wider variety in type and location of housing for our participants, present and future.

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

Impact of the activity

As of June 30, 2015, HACSM has project based approximately 24% of its HCV portfolio. During FY16, the following projects entered into AHAP's:

- 1) Ocean View Senior Apartments, an existing 100-unit affordable apartment building located in Pacifica, CA. The residential property serves low-income seniors and HACSM has committed 31 vouchers.
- 2) Sequoia Belle Haven, a 90-unit affordable new construction senior development located in Menlo Park, CA. All units, once developed, will be deemed affordable with 69 units covered by Project-Based Vouchers.
- 3) University Avenue Senior housing, a 41-unit affordable new construction senior development located in E. Palo Alto, CA. With the exception of the manager unit, all units will be covered by Project-Based Vouchers.

During FY16, the following projects were committed with Project-Based Vouchers:

- 1) Colma Veterans Housing, a 66-unit affordable new construction development serving veterans. The project is located in Colma, CA. Once developed, 35 units will serve HUD-VASH eligible households while the other 30 units will be covered by Project-Based Vouchers and have veteran preference.
- 2) Rotary Miller Senior Apartments, an 81-unit affordable new construction senior development located in South San Francisco, CA. All units, once developed, will be deemed affordable with 8 units covered by Project-Based Vouchers.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	Cost of task prior to implementation \$0	Expected cost of task after implementation \$0	Actual cost of task after implementation of the activity \$0	N/A	N/A	When originally implemented, HACSM did not consider this to be an activity that would lead to agency cost savings. As such, HACSM did not measure this type of baseline, nor did it establish a cost savings benchmark.
CE #2: Staff Time Savings						
Total time to complete task in staff hours	Total amount of staff time dedicated to the task prior to implementation 0 Hours	Expected amount of total staff time to complete the task after implementation 0 Hours	Actual amount of total staff time dedicated to the task after implementation of the activity: 0 Hours	N/A	N/A	HACSM has not realized staff time savings as a result of this MTW activity.
HC #4: Displacement Prevention						
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If the units reach a specific type of household, HACSM will give that type here.	There were zero (0) households losing assistance/moving prior to implementation of the activity	Zero (0) households are expected to lose assistance or be required to move after implementation	In FY15, Zero (0) households have lost their housing assistance or been required to move due to this activity	In FY16, Zero (0) households have lost their housing assistance or been required to move due to this activity	Benchmark achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2011-17: Revise Eligibility Standards

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Description of the activity

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

Impact of the activity

This activity has continued to provide HACSM with an efficient tool to reach the most needy households in our community. In January 2014, HACSM opened its MTW Waitlist for the 1st time since July 2008. In FY16, approximately 7,098 households had submitted a pre-application and HACSM randomly selected 1,200 for the waitlist and subsequent initial eligibility determinations. In FY16, two households, were denied eligibility due to exceeding the asset limits.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC #3: Decrease in Wait List Time						
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY14, the average applicant time on wait list was approximately 2 months	Approximately 2 months	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Description of the activity

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

Impact of the activity

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

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE#1 Agency Cost Savings						
Total cost of task in dollars	In FY10, HACSM spent approximately \$7,400 annually on this task prior to implementation	HACSM expects that this task will cost no more than \$1,825 annually after implementation	In FY15, the cost of this activity was \$1,610	\$1001	Benchmark achieved	N/A
CE#2 Staff Time Savings						
Total time to complete the task in staff hours	In FY10, the total amount of staff time required to complete the task prior to implementation: 60 hours	Expected amount of total staff time to complete the task after implementation: 30 hours	In FY15, the actual staff time to complete the task: 30 hours	25 Hours	Benchmark achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage: 0%	Average error rate in completing the task as a percentage: 0%	Average error rate: 0%	Benchmark achieved	As reported in FY14, HACSM is unable to provide a baseline for this metric, as this date was not collected prior to implementation of the activity. Also, due to the fact that staff do not collect, verify, or include in the calculation of the household annual adjusted income, the on-going error rate is 0%.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2011

Implemented by HACSM: 7/1/2010

Description of the activity

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

Impact of the activity

Due to the fact that this activity only applies to participants who have a HAP contract in place prior to July 1, 2010 and who do not relocate, this activity continues to see minimal, or no activity. However, in instances when it does apply, this activity is very helpful in maintaining the HACSM goal of administrative streamlining. In FY16, there were no cases where the owner requested a change in the utility responsibilities for their assisted unit.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE#1 Agency Cost Savings						
Total cost of task in dollars	Est. FY2010, HACSM spent \$1,339 annually to complete this task prior to implementation of the activity	The expected cost of task after implementation of the activity is \$275	In FY15 the cost to complete this task was \$203	In FY16 HACSM incurred no cost for this activity	Benchmark Achieved	N/A
CE#2 Staff Time Savings						
Total time to complete the task in staff hours	In FY10, 34 hours were required to complete this task	HACSM expects that it will require six (6) hours to complete this task after implementation	In FY15 it required 5.25 hours to complete this task	0 Hours	N/A	HACSM received no requests for changes in utility responsibilities, thus there were no time savings

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the activity

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

Impact of the activity

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

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #5: Increase in Agency Rental Revenue						
Rental Revenue in dollars	FY11 the rental revenue prior to implementation: \$0	Expected rental revenue after implementation of the activity: \$453,738	N/A	\$9,245	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the activity

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

Impact of the activity

In FY16, HACSM did not receive any hardship requests as a result of this activity and current participants continue to support foster children and foster adults in San Mateo County.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #5: Increase in Agency Rental Revenue						
Rental Revenue in dollars	Rental revenue prior to implementation of the activity: \$0	Expected rental revenue after implementation: \$96,000	N/A	\$0	Benchmark Achieved	Due to software challenges, HACSM is still working on a method through which to capture this data. HACSM expects to have resolved this on-going challenge in FY17.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the activity

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

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

Impact of the activity

In FY16, 44 households experienced a change in the HOH.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC #3: Decrease in Wait List Time						
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY15, the actual average applicant time on wait list was 1.2 months	Approximately 2 months	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the activity

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

Impact of the activity

HACSM continues to monitor this activity and the households who reach “zero” HAP status. In FY16, HACSM continued to see an on-going trend that while some households were able to graduate from the program as a result of reaching an income level such that they no longer needed the housing assistance, others did experience changes that resulted in the need for on-going housing assistance within the 90-day timeline. During FY16, 40 households reached “zero HAP” status, 22 households exited the program, and 18 experienced a change in household income and as a result remain on the program.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC #3: Decrease in Wait List Time						
Average applicant time on wait list in months	Average applicant time on wait list prior to implementation was 36 months	Expected average applicant time on wait list after implementation will be 36 months	In FY15, the actual average applicant time on wait list was 1.2 months	Approximately 2 months	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 7/1/2011

Description of the activity

HACSM has eliminated calculating or including income received from family assets valued less than \$50,000. Additionally, HACSM no longer reports the asset income valued less than \$50,000 to HUD through the HUD-50058. However, with the implementation of the Standard Metrics reporting requirement, time and cost savings that HACSM had previously realized were significantly diminished due to the fact that in order to provide the required information, staff had to again collect and calculate the information that they would ultimately disregard.

Impact of the activity

In FY16, the total gross assets for households with assets valued less than \$50,000 was \$5,279,867. The average savings for all households whose assets were less than \$50K, was \$1,233. When the average interest rate (currently .06%) is applied to the total gross asset value, each family would realize approximately \$.74 cents interest. This is far less than the cost to calculate and include in the annual adjusted income for the family and did not have any effect on the households rent portion, or the Housing Authority's HAP payment.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Cost of task in dollars	FY14, the total cost of staff time dedicated to this task was \$8,104	Expected cost of task to remain \$9,000	In FY15, the cost to complete this task was \$7,447	\$6,545	Benchmark achieved	N/A.
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	FY14, the total amount of staff time dedicated to the task was 155 hours	Expected amount of total staff time dedicated to the task to remain 155 hours	In FY15, it required 143 hours to complete this task	119 hours	Benchmark achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						

Average error rate in completing a task as a percentage	Est. FY10, the average error rate of task prior to implementation of the activity was 9%	Expected average error rate of 5% for the task after implementation of the activity	Actual average error rate: 3%	Actual average error rate: 0%	Benchmark achieved	N/A
CE #5: Increase In Rental Revenue						
Rental Revenue in dollars	Rental revenue prior to implementation of the activity: \$0	Expected rental revenue after implementation of the activity: \$0	Actual rental revenue after implementation: \$0	Actual rental revenue after implementation: \$0	Benchmark Achieved	HACSM is unable to report on this metric due to the fact that there is no impact to "rental revenue" as a result of this activity in addition to the TST rent reform program.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2012

Implemented by HACSM: 10/26/2011

Description of the activity

HACSM originally committed up to \$4,000,000 of MTW funds for the development of additional affordable (low income, very low income and extremely low income) housing in San Mateo County. In the HACSM FY13 Annual Plan, HACSM received HUD approval to increase this commitment up to \$8,000,000 of MTW funds and in FY15 the total HUD-approved MTW funds increased to a total of \$10,000,000. The re-programmed funds are to be used to leverage additional investment funds that will be substantially larger than HACSM commitments. Development activities may include site acquisition, substantial rehabilitation of existing stock, and development of new units.

Impact of the activity

This activity has been essential to the development of new construction affordable housing units in San Mateo County. In FY16, NOFA's totaling \$10 million were issued to fund the development of 407 new units at 8 developments in the next 2-3 years for work-able households, veterans, individuals with special needs, and seniors.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#1: Additional Units of Housing Made Available						
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, HACSM will provide that information here.	Est. FY11, Zero (0) housing units of this type prior to implementation of this activity.	HACSM expects the creation of at least 20 affordable units per \$1,000,000 invested	In FY 15, 115 senior housing units at Half Moon Village Phase II were made available after implementation of the activity	126 units	Benchmark Achieved	In addition to the 126 units that came on line in FY16, a total of 407 were awarded in FY16 and are in various stages of pre-development / development.

HC #2: Units of Housing Preserved						
Number of housing units preserved for households at or below 80% AMI as a result of the activity.	Housing units preserved prior to implementation (0)	Expected housing units preserved after implementation 60	In FY15, 15 senior housing units were preserved after implementation	0 housing units	Benchmark not achieved	Although no MTW funds were expended for this activity in FY16, the HCD unit did fund the preservation of 23 “Family” units through other local San Mateo County funding opportunities.
CE #4: Increase in Resources Leveraged						
Amount of funds leveraged (\$)	\$0 leveraged prior to implementation	HACSM expects to leverage \$3 million dollars for every \$1 million dollars of MTW funds invested	In FY15, HACSM invested \$3.2 million MTW Funds. This \$3.2 million was leveraged by a total development cost of \$56.2 million	In FY16HACSM invested \$10 million MTW funds. The \$10 million MTW Funds were leveraged by a total development cost of \$201.2 million.	Benchmark Achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2011-27: Provider Based Assistance (PBA) Program

Approved by HUD: FYE2012

Implemented by HACSM: 11/15/2011

Description of the activity

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

Impact of the activity

In FY16 there remain three provider-based assistance programs with program partners who work with the following underserved populations: 1) Survivors of domestic violence, 2) Recently released, non-violent parolees, and 3) Single parent households with minor children. The main focus of the program is to support the housing stability of these families. In some cases the housing assistance follows the “Transitional Housing” model with housing provided for a short period of time, up to 18 months. In other cases, the housing assistance is provided for a maximum of 36 months. To learn more, please see Appendix II to read one of the Quarterly Reports, provided by CORA that discusses more about the impact of this program for the community that they serve.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#7: Households Assisted by Services that Increase Housing Choice						
Number of households receiving services aimed to increase housing choice (increase)	Est. FY11, Zero (0) households received this type of service prior to implementation of the activity.	HACSM expects that 30 households will receive these services after implementation of the activity.	55 households received these services in FY15	76 households	Benchmark Achieved	N/A
SS #1: Increase in Household Income						
Average earned income of households (\$)	Average earned income of households affected by this policy prior to implementation was \$0	HACSM expects the average earned income of households affected by this policy to be \$900	In FY15, the actual average earned income of households affected by this policy was \$1,032	\$1,172	Benchmark Achieved	N/A

SS #3: Increase in Positive Outcomes in Employment Status (Based on Head of Household Information)						
Other: Employment	Number of HOH employed was zero (0)	HACSM expects that 20 HOH will be employed after implementation	In FY15, 38 HOH were employed	52	Benchmark Achieved	N/A
	0% of total work-able households were employed	HACSM expects that 25% of the total work-able households will be employed after implementation	In FY15, 73% of work-able households were employed	68%	Benchmark achieved	N/A
Enrolled – Job Training	Zero (0) HOH enrolled in a job training program	15 HOH enrolled in job training program after implementation	Actual number of HOH enrolled in job training program: 52	37	Benchmark achieved	N/A
	0% of total work-able households enrolled in a job training program	HACSM expects that 25% of the total work-able households will be enrolled in a job training program after implementation	Actual percentage of total work-able households enrolled in a job training program: 100%	100%	Benchmark achieved	N/A
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF	Zero (0) households receiving TANF prior to implementation	HACSM expects that 20 households will be receiving TANF after implementation	Households were receiving TANF: 7	7 Households	Benchmark achieved	N/A
SS #8: Households Transitioned to Self-Sufficiency *						
Number of households transitioned to self-sufficiency	Zero (0) households transitioned to self-sufficiency prior to implementation	HACSM expects 0 will be transitioned to self-sufficiency after implementation	0 households transitioned to self-sufficiency.	0 households transitioned to self-sufficiency.	Unable to determine	**Participants in this program do not meet the HACSM definition of self-sufficiency therefore HACSM is unable to include this information in the MTW Report.

--	--	--	--	--	--	--

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

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2013

Implemented by HACSM: 7/1/2012

Description of the activity

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

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

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

Impact of the activity

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

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	The cost to complete this activity: \$2,401	Expected cost of task \$2,161	FY15, the cost to complete this	\$1,400	Benchmark Achieved	N/A

			activity: \$1,354			
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	Total amount of staff time dedicated to the task 42 hours	Expected amount of the total staff time dedicated to the task after implementation: 38 hours	Actual amount of total staff time dedicated to the task 24 hours	22 hours	Benchmark Achieved	N/A
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	FY14 the average error rate in completing the task was 10%	Average error rate in completing the task: 10%	N/A	0%	N/A	N/A
SS #1: Increase in Household Income						
Average earned income of households (\$)	FY13 the average earned income of households: \$26,062	Expected average earned income will be \$26,000	Actual average earned income: \$31,179	\$38,640	Benchmark achieved	N/A
SS #2: Increase in Household Savings						
Average savings of households (\$)	In FY14 the average savings per household was \$172	Expected savings per household will be \$500	Actual average savings per household: \$1,811	\$1,624	Benchmark achieved	N/A
SS #3: Increase in Positive Outcomes in Employment Status (Based on Head of Household Information)						
Other: Employment	Number of HOH employed: 22	Expected number of HOH employed: 22	Actual number of HOH employed after implementation: 16	12	Benchmark achieved	N/A
	Percentage of total work-able households employed: 81%	Expected percentage of total work-able households employed after implementation: 80%	Actual percentage of total work-able households employed: 94%	80%	Benchmark achieved	N/A
Unemployed	Number of HOH unemployed: 2	Expected number of HOH unemployed after implementation: 2	Actual number of HOH unemployed: 14	18	Benchmark achieved	N/A
	Percentage of total	Expected percentage	Actual percentage of	20%	Benchmark	N/A

	work-able households who are unemployed: 8%	of total work-able households who are unemployed after implementation: 5%	total work-able households who are unemployed full time: 1%		achieved	
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)						
Number of households receiving TANF	Households receiving TANF prior to implementation: 5	Expected number of households receiving TANF after implementation: 5	Actual number of households receiving TANF: 4 Households	3	Benchmark achieved	N/A
SS #5: Households Assisted by Services that Increase Self-Sufficiency						
Number of households receiving services aimed to increase self sufficiency	0 households received self-sufficiency services prior to implementation	Expected number of households receiving services after implementation: 0	Actual number of households receiving self-sufficiency services: 0	0	Benchmark achieved	N/A
SS #6: Reducing Per Unit Subsidy Costs for Participating Households						
Average amount of Section 8 /Section 9 subsidy per household affected by this policy	Average subsidy per household affected by this policy prior to implementation: \$1,123	Expected average subsidy per household affected by this policy after implementation: \$1,123	Actual average subsidy per household: \$1,123	\$44.54	Benchmark achieved	Based on a total of \$16,034 in operating subsidy from HUD, for the 30 units at El Camino Village, for 12 months.
SS #7: Increase in Agency Rental Revenue						
PHA rental revenue (\$)	PHA rental revenue prior to implementation \$239,052	Expected PHA rental revenue after implementation: \$239,052	Actual PHA rental revenue: \$233,528	\$258,286	Benchmark achieved	N/A
SS #8: Households Transitioned to Self-Sufficiency						
Number of households transitioned to self-sufficiency	0 households transitioned to self-sufficiency prior to implementation	0 households transitioned to self-sufficiency after implementation	Actual number of households transitioned to self-sufficiency: 0	Actual number of households transitioned to self-sufficiency: 0	N/A	Based on the HACSM definition of self-sufficiency, the residents at El Camino Village will likely never qualify as transitioned to self-sufficiency. Instead of exiting the program, must choose to

						remain in place and pay the "Flat Rent" amount for the unit.
--	--	--	--	--	--	--

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

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

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2014-29: Revise Child Care Expense Deduction

Approved by HUD: FYE2014

Implemented by HACSM: 7/1/2013

Description of the activity

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

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

HACSM defines allowable child care deductions as follows:

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

Impact of the activity

In FY16, HACSM found that this activity helped to clarify the process for child care expenses resulting in some staff time savings and at the same time provided clarity and greater equity for all program participants. During FY16, this activity resulted in approximately \$15,685 child care expenses that were disregarded due to exceeding the policy limits. There were 217 households that claimed child care expenses for deduction. The total expense amount submitted was \$898,581, with \$15,685 of which being excluded for exceeding the limits as described above. The average amount per household that was deducted from the household's annual adjusted income was \$4,141. There were no hardship requests received as a result of this activity in FY16.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #5: Increase In Rental Revenue						
Rental Revenue in dollars	HACSM rental revenue FY13, prior to implementation of the activity, was \$1,653,740	HACSM expected the rental revenue after implementation of the activity to remain constant at approximately \$1,650,000	HACSM rental revenue in FY15, after implementation, was \$1,777,306	\$1,707,628	Benchmark achieved	Note: This "rental revenue" is a theoretical amount as it relates to the Housing Authority. The "rental revenue" is the household's "Tenant Rent Portion" that is paid by the tenant directly to the private market landlord, not the Housing Authority.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

In FY15, HACSM implemented a standard pro-ration of \$150 per ineligible household member that is subtracted from the total monthly HACSM HAP subsidy for the household. Implementing this activity allowed HACSM to meet the HUD regulation which required that the PHA prorate the HAP portion of the household's subsidy for the eligible household members, while at the same time assisting participants and applicants understand the calculation method for their rent portion and easing the barriers that mixed families were facing in finding and rental an affordable housing unit.

Impact of the activity

Upon implementation of this activity, HACSM staff saw that there were fewer challenges in managing the program for families that included members who were ineligible due to their citizenship status. In FY16, there were 154 mixed families in the program. Also, "mixed families" experienced some relief in the lease up process. Since implementation, HACSM has not received any hardship requests from participants in relation to this MTW activity in FY16.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	In FY14, the total cost to complete this task was \$8,674	HACSM expects that the cost to complete this task: \$12,000 (Benchmark updated from \$4,400 to \$12,000, effective FY16)	In FY15, the cost to complete this task was \$4,000	\$10,273	Benchmark achieved	In early FY16, a relatively large moderate rehabilitation project terminated their contract. The property owner subsequently was awarded PBV assistance for new construction units. This change resulted in a significant increase in the number of households with ineligible household members in the HACSM voucher program. The result of this change had a significant impact on the original benchmark for the activity. As such, HACSM is adjusting the benchmark from \$4,400 to \$12,000, effective with this Report (FY16).

CE #2: Staff Time Savings						
Total time to complete the task in staff hours	In FY14, the total time to complete this task prior to implementation: 166 hours	160 Benchmark updated from 83 hours to 160 hours, effective FY16)	In FY15 the time to complete this task was 77 hours	159	Benchmark achieved	As discussed above, due to the significant increase in the number of mixed families due to the termination of a moderate rehabilitation contract, HACSM is adjusting the benchmark for this activity from 83 hours, to 160 hours. It's important to note that even with the significant increase in the number of mixed family households, HACSM is still realizing staff time savings as a result of this activity.
CE #3: Decrease in Error Rate of Task Execution						
Average error rate in completing the task as a percentage	Average error rate in completing the task as a percentage: 0%	HACSM is establishing this benchmark with the submission of this report at: 5%	Average error rate in completing the task as a percentage: 0%	Average error rate in completing the task as a percentage: 0%	Benchmark achieved	N/A
CE #5: Increase in Rental Revenue						
Rental Revenue in dollars	HACSM rental revenue FY13, prior to implementation of the activity, was \$1,653,740	HACSM expected the rental revenue after implementation of the activity to remain constant at approximately \$1,650,000	HACSM rental revenue in FY15 was \$1,777,306	\$1,707,628	Benchmark achieved	Note: This "rental revenue" is a theoretical amount as it relates to the Housing Authority. The "rental revenue" is the household's "Tenant Rent Portion" that is paid by the tenant directly to the private market landlord, not the Housing Authority.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

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

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

Impact of the activity

Upon HUD approval, HACSM implemented this activity in FY15. In FY16, HACSM has not had to use the MTW flexibility. HACSM attributes this to the extremely challenging San Mateo County rental market. Families who reside in PBV exception units, who previously may have asked to exercise their right to relocate with a tenant based (MTW) voucher, simply have not. And for those that have vacated, HACSM had sufficient applicants to fill the vacated units without having to use the MTW flexibility associated with this activity.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
HC#3: Average Applicant time on wait list in months						
Average applicant time on wait list in months	FY15, the baseline is than 48 months	1 month	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

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

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

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

The requirement to now use the EIV income report for both annual and interim reexaminations translates to additional staff time expended when processing interim reexaminations, which also renders an increase in costs, linked to the staff time for accessing and reviewing the EIV income report. In an effort to reduce cost and administrative burden, HACSM has modified the EIV review schedule by not generating the EIV income reports during interim reexaminations and only generating the EIV income report during annual or triennial reexaminations.

In concert with this, HACSM's current interim policy allows for certain actions to be processed without having to meet with the family in person. For example, if a family reports a decrease in income, not associated with a family composition change, HACSM requires the family to submit the necessary documents to reflect the change. Based on the family's documentation, HACSM recalculates the tenant and HAP portions accordingly. Not having to access and review the EIV income report at interim recertifications has led to a more efficient process for HACSM staff.

Impact of the activity

Upon implementation HACSM has found that this activity has reduced administrative costs by streamlining the EIV process for staff, without impacting staff's ability to monitor a family's pattern of undisclosed income during the reexamination processes. HACSM feels that it is already on track to meet the proposed benchmark for this activity for residents of the Housing Choice Voucher and Public Housing programs.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	In FY14, prior to implementation, the cost complete this task was: \$12,749	HACSM expects that the cost to complete this task will be: \$2,560	\$1,380	0	Benchmark achieved	In FY16, 1,654 interim recertifications were completed that resulted in an income change for the household. Because EIV was not required, HACSM saved approximately \$4,565.
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	In FY14, it required 244 hours to complete this task	49 Hours	26.5 hours	0	Benchmark achieved	In FY16, HACSM saved 83 hours due to the fact that HACSM staff were not required to review EIV reports to complete interim recertifications.
CE #5: Increase In Rental Revenue						
Rental Revenue in dollars	HACSM rental revenue FY13, prior to implementation of the activity, was \$1,653,740	HACSM expected the rental revenue after implementation of the activity to remain constant at approximately \$1,650,000	HACSM rental revenue in FY15 was \$1,777,306	\$1,707,628	Benchmark achieved	Note: This "rental revenue" is a theoretical amount as it relates to the Housing Authority. The "rental revenue" is the household's "Tenant Rent Portion" that is paid by the tenant directly to the private market landlord, not the Housing Authority.

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2015-33: Local PBV Inspection Process

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

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

The Local PBV Inspection Process takes into account the HACSM biennial inspection schedule for its PBV units. With this activity, HACSM has the additional flexibility to instead choose to inspect 20% of its PBV units in a building annually. As always, if the inspected unit(s) fails HQS and the deficiencies are not corrected within 30 days upon notification to the project owner or the HACSM-approved extension period, HACSM will abate HAP for the unit. If the deficiencies are not corrected within 90 days after the abatement notice, HACSM will remove the unit from the PBV contract and no retroactive HAP will be made during the abatement period.

Impact of the activity

While HACSM implemented this activity immediately upon HUD approval, HACSM has not actively used its authority to only inspect 20% of PBV units in a project in FY16. HACSM has continued to conduct inspections with the Agency's Leasing Team, none of whom are connected with the PBV properties, and an independent contractor.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	In FY14, it required \$15,570 to complete this task	HACSM expects that the cost to complete this task after	N/A	N/A	N/A	N/A

		implementation to be no more than \$6,218				
CE #2: Staff Time Savings						
Total time to complete the task in staff hours	In FY14, it required 298 hours to complete this task	HACSM expects that after implementation it will require 119 hours to complete this task	N/A	N/A	N/A	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2015-34: Local Collections Process

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

Where the PHA is the principal party initiating or sustaining an action to recover amounts from tenants or owners that are due as result of fraud and abuse, the HACSM may now retain a portion of the amount of HAP funds it recovers. With this MTW activity, HACSM is able to retain 100% of the amount it actually collects from a judgment, litigation, or an administrative repayment agreement. Without this activity, HUD allows PHAs to retain 50% of such amount and the other 50% is returned to HUD. HACSM uses the recovery proceeds to support the Housing Choice Voucher program as well as programs that have been approved by HACSM's MTW Plans.

Impact of the activity

In FY16 HACSM collected approximately \$30,000 in fraud recovery funds, all of which the agency was able to retain as a result of this MTW activity. Having the ability to retain 100% of those funds, has given HACSM approximately \$15,000 of additional funds to support the Section 8 program in San Mateo County.

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcomes	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
CE #1: Agency Cost Savings						
Total cost of task in dollars	In FY14, HACSM collected \$21,000 as a result of this activity	After implementation HACSM expects to collect \$42,000	\$36,000	\$28,831	Benchmark achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Activity #2015-35: Leasing Success Program

Approved by HUD: FYE2015

Implemented by HACSM: 10/1/2014

Description of the activity

In FY15, HACSM implemented the use of its its Broader Use of Funds Authority in order to implement additional programs and activities to increase participation in the MTW program and the utilization of this highly valued housing assistance. According to the National Low Income Housing Coalition's 2014 publication, "Out of Reach," San Mateo County is one of the nation's most expensive jurisdictions in which to live. According to their report, a two bedroom household in the San Francisco metropolitan FMR area, of which San Mateo County is included, would need to have a wage of \$37.62 per hour in order to afford to live here. And, according to the San Mateo County Housing and Community Development Department, in the last year, while the FMR increased by 9% in San Mateo County, the rental market increased over 12% and in the last 4 years, from 2010 to the Third Quarter of 2014, the net change has been an increase of over 50%. For example, as of September 2014 the average market-rate rent for a one-bedroom unit was \$2,352 and for a two-bedroom unit it was \$2,648. Since publication of their report, the averages have continued to climb through the final Quarter of 2014. One additional factor that makes the San Mateo County housing market so challenging is the fact that, on average, the rental occupancy rate continues to remain over 95% in any given month. There simply is a very limited amount of rental housing, let alone affordable rental housing.

With HUD approval HACSM has allocated up to \$250,000 HAP funds annually for the next three years to this activity. Some of the initial activities include the following: 1) Contracting with organizations that have expertise in the rental market, that will assist program applicants and participants with "housing locator services," 2) Contracting with organizations that have substantial experience in shared housing to encourage HCV participation, 3) Creating a landlord incentive program, and 4) Creating a security deposit loan program.

Impact of the activity

In FY16, HACSM completed an exhaustive, multi-year RFP process and selected Abode Housing Services to assist program applicants and participants with "housing locator services." The contract was signed in January 2016 and Abode began to assist voucher holders in February 2016. Abode's start in San Mateo

County was immediate when an entire apartment building was “black tagged” due to cliff erosion along the Pacific Ocean. (See picture) The Housing Authority, Red Cross, Abode, and HSA Emergency Service Agencies all worked together to assist the displaced families, many of whom were receiving housing assistance to secure new rental housing. This collaborate approach facilitated a relatively quick resolution to a significant crisis, in an extremely challenging housing market.

With Abode’s facilitation of positive relationships with owners of rental properties, they have been able to assist 30 MTW families to secure housing in the SMC market. HACSM has spent approximately \$20,830 for Abode’s housing search and counseling services for MTW participants. In addition to Abode’s work, MTW funds have also been expended as a result of the landlord incentive program. Through an extended stakeholder process with the SMC community, owners of rental property, apartment association groups, and political leaders, HACSM developed the following three incentives: 1) Landlord Continuity Bonus, 2) New Landlord \$1,000 Bonus, and 3) Landlord “No Loss” Bonus.

Housing Authority of the County of San Mateo

Landlord Continuity Bonus\$

Simply rent to another participant from any of our housing programs within 60 days. By doing so, you'll potentially receive up to one additional month contract rent payment.

New Landlord \$1,000 Bonus\$

This bonus is our way of saying thank you for partnering with the Housing Authority. It is available to landlords who have not participated in any of the San Mateo County subsidized housing programs for at least three years.

The bonus will be given for the 1st new housing unit (apartment, condo, single family residence) that you agree to rent to a family receiving housing subsidy assistance.

The payment will be processed once we have received the signed 12-month lease and Housing Assistance Payment contract.

Landlord "No Loss" Bonus\$

This incentive is a daily prororation of the full agreed upon contract rent from the day the Housing Authority receives the "request for tenancy approval" to the start date of the Housing Assistance Payment contract, up to one month's contract rent.

The bonus will be processed at the same time as the initial housing assistance payment on behalf of the subsidized family.

To learn more contact Faith Garcia
Phone: 650-802-3337 Email: fmgarcia@smchousing.org
www.smchousing.org



There'd be no housing program.

Housing Authority of the County of San Mateo

Page 105

Benchmarks and outcomes comparison

Unit of Measurement	Baseline	Benchmark	FY15 Outcome	FY16 Outcome	Benchmark Achieved?	Narrative of Challenges, if not Achieved and Potential New Strategy
<i>HC#1 Additional Units of Housing Made Available</i>						
Number of new housing units made available for households at or below 80% AMI	In FY 14, Zero (0) new housing units	HACSM expects 10 new housing units each fiscal year	N/A	13	Benchmark achieved	N/A
<i>HC#3 Decrease in Wait List Time</i>						
Average applicant time on waitlist in months	On average, applicants are on the HACSM wait list for 36 months	HACSM expects that applicants will be on the wait list for no more than 24 months	In FY15, the actual average applicant time on wait list was 1.2 months	Approximately 2 months	Benchmark achieved	N/A
<i>HC#5 Increase in Resident Mobility</i>						
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity	Zero (0) households	10 households	N/A	58	Benchmark achieved	N/A
<i>HC#7 Households Assisted by Services that Increase Housing Choice</i>						
Number of households receiving services aimed to increase housing choice	Zero (0) households	Established in FY16, HACSM expects that an additional 30 households will be served	N/A	65 Households 30 – Abode Assistance 35 – HACSM Renting Success Workshop	Benchmark achieved	N/A

Changes to the metrics, baselines or benchmarks

HACSM did not make any changes to the baselines or benchmarks during this fiscal year.

Changes to the data collection methodology

HACSM did not make any changes to the data collection methodology or data collected for this activity.

Not Yet Implemented Activities

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

Activities On Hold

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

Closed Out Activities

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

Approved by HUD: 7/1/2010

Implemented by HACSM: 7/1/2010

Closed by HACSM: 7/1/2013

Rationale for Closing out the Activity

HACSM has closed out this activity, as over 98% of program participants are now on the Tiered Subsidy Table (MTW Activity # 2010-9) rendering the activity essentially obsolete.

Activity #2000-4: Escrow Accounts

Approved by HUD: FY2010

Implemented by HACSM: 7/1/2009

Closed by HACM: 7/1/2014

Rationale for Closing out the Activity

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

SECTION V

Sources and Uses of Funds

A. MTW Report: Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format

Describe the Activities that Used Only MTW Single Fund Flexibility

HACSM has provided a thorough narrative of each activity that used only the Single Fund Flexibility in the body of the Report, including the metrics used to track the outcomes of these programs or activities.

B. MTW Report: Local Asset Management Plan																					
Has the PHA allocated costs within statute during the plan										Yes				N/A							
Has the PHA implemented a local asset management plan										N/A		or		No							
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and																					
Has the PHA provided a LAMP in the appendix?										N/A		or		No							
N/A																					

C. MTW Report: Commitment of Unspent Funds

In the table below, provide planned commitments or obligations of unspent MTW funds at the end of the PHA's fiscal year.

Account	Planned Expenditure	Obligated Funds	Committed
Loans Receivable	Affordable Housing construction funds		2,900,000
Loans Receivable	Affordable Housing construct. funds under contract	2,794,760	
Expense	Provider Based Assistance	1,691,759	
Expense	Housing Locator Service	660,934	
Total Obligated or Committed Funds:		5,147,453	2,900,000

In the body of the Report, PHAs shall provide, in as much detail as possible, an explanation of plans for future uses of unspent funds, including what funds have been obligated or committed to specific projects.

Note: Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.

SECTION VI

Administrative

General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue

There have not been any HUD reviews, audits, or physical inspection issues requiring action by HACSM.

Results of latest PHA-directed evaluations of the demonstration

HACSM has not initiated any PHA-directed evaluations of the MTW demonstration program.

Certification of Statutory Requirements

The Housing Authority of the County of San Mateo hereby certifies that it (the Agency) has met the following three statutory requirements:

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 be combined;
and
3. Maintaining a comparable mix of families (by family size) is served, as would have been provided had those amounts not been used under the demonstration

Housing Authority of the County of San Mateo
PHA Name

CA014
PHA Number/HA Code

I hereby certify that all the information stated herein is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

Ken Cole
Name of Authorized Official

Executive Director
Title

Signature

Date

Appendix I

HACSM Hardship Policy

The HACSM Hardship Policy is designed to address:

A. Rent reform initiatives

- *Tiered Subsidy Table Activity*
- *Payment Standard Activity*
- *Full Time Student Activity*
- *Foster Care, KinGap, and Adoption Assistance Activity*
- *Earned Income Disallowance*
- *Minimum Tenant Rent*

B. Time limited assistance

- *Extension of Program Participation*
- *Portability (Moving out of San Mateo County)*
 - *Current Program Participants*
 - *New Program Applicants*

C. Portability

All hardship requests must be made in writing, stating both the reason for the hardship and the expected duration.

Each request will be reviewed and weighed against other local resources available to the family. The result of the review may consist in referral to other local resources, an adjustment in the portion of the family's rent, or an extension in the length of subsidy assistance given.

A. Rent Reform

- **Tiered Subsidy Table**

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations.
2. The household does not owe HACSM any money or is current with a re-payment agreement.
3. The household must be admitted to the program prior to March 1, 2010, unless the household is a resident of HACSM public housing, converting to the Project-Based Voucher (PBV) program and remaining in-place at the complex.
4. The household has not relocated on or after March 1, 2010.
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not received a rent reform hardship relief for tiered subsidy calculation previously.

- **Payment Standards Application at Interim**

Note: This Hardship policy does not apply to Payment Standard Changes at Annual or Biennial Recertifications

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations.
2. The household does not owe HACSM any money or is current with a re-payment agreement.
3. The household must be admitted to the program prior to July 1, 2010.
4. The household has not relocated on or after July 1, 2010.

5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not received a rent reform hardship relief for the Payment Standards application at interim recertification previously.

- **Full Time Students (FTS)**

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations.
2. The household does not owe HACSM any money or is current with a re-payment agreement.
3. The household must be admitted to and have a household member with FTS in their household prior to July 1, 2011.
4. The FTS status must be established at the last annual or interim recertification prior to July 1, 2011.
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not received a rent reform hardship relief for full time student's income inclusion previously.

- **Foster Care, KinGap and Adoption Assistance**

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations.
2. The household does not owe HACSM any money or is current with a re-payment agreement.
3. The household must be admitted to the program and have the foster child/adult in their household prior to July 1, 2011.

4. The Foster Child/Adult status of the household member must be established at the last annual or interim recertification prior to July 1, 2011.
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not received a rent reform hardship relief for Foster Care, KinGap, or Adoption Assistance income inclusion previously.

- **Earned Income Disallowance**

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all the program rules and regulations.
2. The household does not owe HACSM any money or is current with a re-payment agreement.
3. The household must be admitted to the program and received the benefits of Earned Income Disallowance in rent calculation prior to July 1, 2012.
4. The Earned Income Disallowance status of the household member must be established at the last annual or interim recertification prior to July 1, 2012.
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not received a rent reform hardship relief for Earned Income Disallowance previously.

- **Child Care Expense Deduction**

In order to qualify for hardship exemptions, households must meet all of the criteria listed below:

1. The household is in compliance with all program rules and regulations.
2. The household does not owe HACSM any money or is current with a repayment agreement.
3. The household must be admitted to the program and received the benefits of the Child Care Expense Deduction in rent calculation prior to July 1, 2013.

4. The Child Care Expense Deduction status of the household member must be established at the last annual or interim recertification prior to July 1, 2013.
5. The household must experience an increase of \$25.00 or more in rent as a direct result of the MTW rent reform initiatives.
6. The household requested the hardship waiver within the deadline set by HACSM. Households have 10 business days from the date of their "Notice of Change" letter in which to request an Informal Hearing and/or Hardship Review.
7. The household has not previously received a rent reform hardship relief for the Child Care Expense Deduction.

Approval Process for all Rent Reform Initiatives

- Households who meet the criteria listed above may mail, fax, or e-mail their request to HACSM.
- Housing Programs Specialist will review the request promptly, using the HACSM provided tool, calculate the tenant rent and forward the result and the tenant file to the supervisor.
- Supervisor approves the new rent if there are no other issues. If there are other issues, the supervisor will conduct further review and consult with Housing Rental Programs Manager.

Hardship Relief for all of the above Rent Reform Initiatives

Households who qualify and receive waiver approval may pay their portion of rent based on the calculation under HUD regulations until their next recertification or relocation. At the next annual recertification, biennial recertification, or relocation, whichever comes first, the household will automatically be subject to the rent reform initiatives.

Note: Each household is only eligible for one term of relief for each rent reform initiative and if the household qualifies for more than one relief at any given recertification (annual or interim), the reliefs will be calculated concurrently.

B. Time Limited Assistance - *Extension of program participation*

- **Basic Requirements**

1. The household is in compliance with all program rules and regulations.
2. The household does not owe the HACSM any money or is current with a repayment agreement.

- **Qualification**

1. The Head of Household and all the adult (18 and over) household members are 62 years of age or older and/or people with disabilities. (The HUD definition of disability shall apply)
2. The Head of Household is the sole adult member who is responsible to care for a minor (under 18) household member who is a person with disability. (The HUD definition of disability shall apply).
3. "Tight Rental Market." In order to qualify, all four of the following thresholds must be met:
 - a. At the time of program exit, the average vacancy rate in San Mateo County for affordable units is less than 4% during the previous 6-month period, **and**
 - b. The HCV utilization rate is below 95%, and
 - c. The family's annual gross income is below 80% of AMI, and
 - d. The family agrees to actively participate in the Self Sufficiency case management services.
4. The household is actively engaging in educational or vocational activities per the initial or subsequent revised service plan. The activities on a revised service plan must be approved by HACSM or the case manager at least 12 months prior to the program exit date.

- **Approval Process for Extension of Program Participation**

1. All applications will be reviewed for completeness.
2. Households who meet qualification category number 4 above must list on the Hardship Application the following:
 - a. Educational or vocational activities that the household is currently engaging in; and
 - b. The name of the school/institution/agency that provides the service; and
 - c. The expected completion date; and
 - d. A brief statement on how the extension of assistance would benefit the household in achieving its self-sufficiency goal.

3. The Family Self-Sufficiency Coordinator will review the request promptly and forward the file to the supervisor with his/her recommendation.
4. The Supervisor approves the extension if there are no other issues.

- **Hardship Relief for Extension of Program Participation**

1. For households who meet qualification category number 1 and 2, the length of assistance may be extended for an additional 12 months. Any subsequent renewals on the extension will require a new request from the household and will be subject to the HACSM hardship policy in effect at that time.
2. For households who meet qualification category number 3 and 4, HACSM will grant a 12-month extension, with the possibility of a second 12-month extension if the “tight rental market” condition persists.
3. For households who meet qualification number 4, the length of assistance may be extended for a maximum of 12 months, and is subject to compliance to case management services and acceptable verification of educational or vocational activities listed in the hardship application.

Note: For Qualification Categories #3 and #4, the total combined extension period cannot exceed 24 months total.

4. Decisions reached by HACSM will be final.

C. Portability (Moving out of San Mateo County)

Current Program Participant and New Voucher holders who have county resident status and have not leased up

“Current Participant” means a voucher holder has secured and leased a unit that they are living in within San Mateo County and have met all lease obligations.

- **Basic Requirements**

1. The household is in compliance with all program rules and regulations.
2. The household does not owe the HACSM any money or is current with a repayment agreement.

- **Qualifications** (The household must meet one of the following)

1. The Head of Household and all the adult (18 and over) household members are 62 years of age or older and/or people with disabilities. (The HUD definition of disability

shall apply).

2. The Head of Household is the sole adult member who is responsible to care for a minor (under 18) household member who is a person with disability. (The HUD definition of disability shall apply).
 3. The Head of Household, Co-head, or Spouse has secured full-time employment of at least 32 hours/week and said employer's, or job location, is greater than 35 miles beyond the San Mateo County border and the voucher has a minimum of 18 months remaining term of assistance.
 4. The Head of Household, Co-head, or Spouse are full-time students at an accredited educational institution that is located more than 35 miles beyond the San Mateo County border and the voucher has a minimum of 18 months remaining term of assistance.
 5. The receiving Housing Authority is absorbing the household.
- **Approval Process for Portability (Moving out of San Mateo County)**
 1. All applications will be reviewed for completeness.
 2. Households who meet qualification number 3 must provide proof of the following:
 - Employment. Written verification must include the employer's name, the position title, the number of hours to be worked per week and the rate of pay.
 - The physical address of the employer and the address of the job location.
 - Written verification from the receiving Housing Authority that they agree and acknowledge that HACSM's MTW voucher is for a term of five (5) years and that HACSM will not make any payments beyond the fifth year.
 3. Households who meet qualification number 4 must provide proof of the following:
 - Enrollment and attendance record at an accredited institution.
 - The location of the accredited institution's street address.
 - Written verification from the receiving Housing Authority that they agree and acknowledge that HACSM's MTW voucher is for a term of five (5) years and that HACSM will not make any payments beyond the fifth year.
 4. The Family Self-Sufficiency Coordinator will review the request promptly and forward the file to the supervisor with his/her recommendation.
 5. The Supervisor will determine whether or not the hardship request is approved.

** Note: The five-year term of assistance begins upon initial lease up, thus if a household is approved for portability after the initial 12 months or greater, they may only be eligible for assistance for the remaining voucher term, not an additional five years..*

- **Hardship Relief for Portability (Moving Out of San Mateo County)**

1. For households who meet qualification numbers 1 or 2, the Housing Authority may approve the household's request for portability.
2. For households who meet qualification numbers 3 or 4, the Housing Authority may approve the household's request for portability, with the length of assistance to be no more than a maximum term of five (5) years, less any term of participation already completed.
3. For households who meet qualification number 5, the Housing Authority will approve the household's request for portability.

Decisions reached by HACSM will be final.

New voucher holders (Households who have not yet leased a unit in San Mateo County) from MTW Wait List who do not have county status

Note: Per the Housing Authority's Administrative Plan, applicants who do not have county preference at the time of eligibility determination are required to initially lease in San Mateo County for a period of no less than 12 months, unless Reasonable Accommodation (RA) has been approved.

- **Basic Requirements**

1. The household has been determined eligible for the program.
2. The household has attended a briefing and is within the eligible voucher term

- **Qualifications** (The household must meet one of the following)

1. The Head of Household and all the adult (18 and over) household members are 62 years of age or older and/or people with disabilities (the HUD definition of disability shall apply), and the household has completed the Reasonable Accommodation (RA) process and a nexus has been established.
2. The Head of Household is the sole adult member who is responsible to care for a minor (under 18) household member who is a person with disability (the HUD

definition of disability shall apply) and the household has completed the Reasonable accommodation (RA) process and a nexus has been established.

- **Approval Process for Portability (Moving out of San Mateo County)**

1. All applications will be reviewed for completeness.
2. The RA will be reviewed for completeness and nexus determination approval.
3. The Housing Specialist will review the request promptly and forward their recommendation to the supervisor with his/her recommendation.
4. The Supervisor will review the request and determine whether or not the hardship request is approved.

- **Hardship Relief for Portability (Moving Out of San Mateo County)**

1. For households who meet qualification number 1, the Housing Authority may approve the household's request for portability.
2. For households who meet qualification number 2, the Housing Authority may approve the household's request for portability.
3. For households who require reasonable accommodation and a nexus is established, the Housing Authority will approve the household's request for portability.

Decisions reached by HACSM will be final.

Appendix II

PBA Quarterly Report from CORA

**CORA (Community Overcoming Relationship Abuse)
Provider-Based Assistance Report
Q3 FYE16**

Program Accomplishments

As reported last quarter, PBA continues to provide successful, comprehensive services for its families. The program offers supplemental rental support to participants through graduated subsidies. The first year CORA covers 80% of a participant's rent, the second year 70%, and the third year 60%. Participants become more self-sufficient as time goes on and it also gives them an opportunity to develop savings. 100% of PBA's participants have maintained employment and self-sufficiency over their three year involvement in the program.

In October of 2015 CORA created a **Family Support Services Department**, combining Mental Health, Children's Program, and Supportive Housing under one umbrella. The Supportive Housing Program includes PBA. The Manager of Family Support Services, Caitlin Billings, LCSW, has created linkages among the three departments to reduce the effect of silos in our services.

This redesign has allowed for further collaboration between the PBA program and Children's Programs by creating more opportunities for collaborative work and services for children. Additionally, the Mental Health Services (Program) has been able to more greatly attune to the needs of PBA clients. Finally, the Mental Health Services (Program) and Children's Program have begun collaborating to create new clinical opportunities for children, including children's groups and more focus on child and family therapy. These developments ensure that CORA continues to offer the highest level of care through our voluntary, trauma-informed services to PBA clients enrolled in our longest-term housing program. PBA differs in this way from more traditional housing models by treating the entire individual and targeting healing and promoting life skills during a participant's tenure in the program, with the potential of greater successful outcomes in maintenance of long-term housing.

This quarter has seen further development of these collaborative relationships which has allowed PBA participants to be more readily identified in their need for mental health and other supportive services. One example of this is a client who resides in the PBA program who was able to be quickly linked with a therapist. With the permission of the client the therapist and Family Advocate were able to work closely to meet the client's needs, particularly when she was in crisis. PBA's close collaboration with these services enhances and strengthens the program and creates a true safety net which serves our highest need clients, making PBA an even more competitive program in the arena of ending homelessness.

PBA's program also consists of wraparound services that include case management and advocacy, assistance with landlord relationships, and access to self-sufficiency workshops that include childcare. Self-sufficiency workshops are an integral part of the success of our PBA program. This quarter, CORA's current MOU partner, HIP Housing, provided housing resources and advocacy to program participants. Additionally, our staff of Family Advocates provided ongoing supportive self-sufficiency workshops including psychoeducation on abusive relationships, life skill building, and linkages to community organizations such as local banks and agencies who serve families in need. The workshops always include food and focus on community building and a decrease in isolation in addition to teaching skills or providing collateral resources.

The success of the PBA program is due in part to the tireless efforts of our Family Advocate to build and maintain relationships with local landlords, ensuring the availability of housing to participants of the programs. This quarter one of our landlords has generously opened three more units to the PBA program and expresses a commitment to serving our clients.

CORA is looking forward to continuing to provide mental health services for all PBA clients (if desired by the client). These include group, individual, family, and child-centered therapies. In this way the PBA program can reinforce health and stability in participants' lives. In particular, group therapy and weekly workshops decrease isolation for participants and create a relational environment for clients to build new support systems. Finally, clients continue to be encouraged to start and maintain savings, which further assists in housing stability as well as a sense of freedom. This quarter one of the PBA participants has been saving towards purchasing her own business salon and is looking ahead to being able to do so in the next year. All PBA clients have maintained their savings accounts.

Program Challenges

Many clients who come into our PBA program are experiencing a high level of trauma related mental health symptoms, as are their children. Isolation is also a barrier, and can create a downward spiral causing a survivor to experience depression and anxiety, putting them at risk for disruption of their housing. Many PBA participants enter the program with a high need for mental health services. While 100% of PBA participants have maintained their housing, the level of trauma and related trauma symptoms can create emotional disturbance in a survivor's life, putting them at risk for housing instability. Particularly at the beginning of the program, many clients experience isolation as they have not yet built a new support system. This creates an additional need for the Family Advocate to ensure the participant is being offered support, decreasing their isolation, and being offered CORA's mental health services. The Family Advocate may spend more time with a client at the beginning of the program, maintaining home visits and frequent check-ins. While this is part of the program, the challenge comes with the heightened need for support while balancing the Advocate's case load. CORA's Family Support Services is looking at ways to support this balance and be able to offer stabilizing services as a support to the Advocate through the use of our newly broadened clinical intern program and Children's Program to offer additional support to families.

The other challenge, as mentioned in past reports, continues to be the high cost of living in San Mateo County. We are making efforts to enrich our current partnerships with other community based agencies in hopes of assisting clients with money management and ideas to broaden their financial knowledge. Finally, the PBA advocate encourages and supports clients to obtain higher education to support upward mobility in the job market.

Client Story

Julia (not client's real name) came to CORA's Safe House fleeing a dangerously abusive relationship. She spent a few weeks at the Safe House and established a safety plan and also started a new job. Through regular meeting with the Family Advocate, they began the process of looking for apartments together.

The Family Advocate worked tirelessly to find a landlord and a unit that would accept Julia as a resident, meeting Julia and the landlords on weekends or after work. She was able to facilitate a meeting with Julia and the landlord who ultimately gave Julia the opportunity of a rental unit. She moved in that weekend.

Since that time, Julia has maintained her employment and paid her rent regularly and on-time. She is closer to her job and public transportation, and now feels safe and secure away from her batterer. CORA's Family Advocate was able to advocate for Julia and assisted in linking her to community resources that assisted her with her rental deposit and furniture.

Julia was also able to be linked with mental health services through the Family Advocate's referral, as well as apply for Victim of Crime funding. She is interested in working with CORA's legal department to obtain a restraining order, and attends the CORA's weekly self-sufficiency workshops, leading to less isolation and building community for Julia. She now has the support needed to overcome the symptoms of depression, PTSD, and trauma, and has blossomed since beginning her journey at CORA's Safe House.

Appendix III

Renting Success Workshop

Renting Success Workshop Agenda

- **WELCOME - WHAT IS IT LIKE TO RENT IN SAN MATEO COUNTY?**
- **POTENTIAL BARRIERS**
- **POSITIVE MINDSET**
- **FINDING HOUSING VS DREAM HOME**
- **DETERMINING YOUR HOUSING PRIORITIES**
- **CREATING YOUR OWN TENANT PORTFOLIO**
- **HOW TO COMMUNICATE EFFECTIVELY**



Rental Resume Examples



The Phillip Family
2334 Longview Drive
San Mateo, California 94401
(650) 998-7789

Objective:

To find stable and long term housing in a rental community that will fit our family's needs in the County of San Mateo

Who we are:

We are hardworking parents seeking to provide a stable home for our two beautiful children- Michael and Elizabeth.

My husband Michael is employed with United Airlines (for four years) and works full-time (and often overtime), and hopes to return to college in the near future. My name is Susan and I have completed employment training and hope to resume my career within a few months.

Michael who is 8 years old loves playing football while Elizabeth who is 7 years old loves playing the piano.

We have been awarded a housing scholarship from the County of San Mateo Housing Authority. We are a part of a three year housing assistance program that will help us get back on our feet. This program pays most of our rent to the landlord and provides a variety of supports to help insure that our family is receiving supportive services to help us become economically stable in the County of San Mateo. In addition, the program will support us and our landlord to ensure a successful long-term tenancy.

Income: Employment income (\$3,200 month) AND Housing Assistance Program payments (\$2,000 month)

Previous Tenancy: (Previous Landlord References available upon request)

2110 Colorado Avenue #8, San Mateo, CA	\$850/month	Four Years
456 Old County Road #1, Belmont, CA	\$500/month	Two Years
800 School Drive #6, Marina, CA	\$800/month	Two Years

Character References:

Frances Brown- Public/Registered Nurse (650) 573-2526 Jay Standford- Bishop (650) 771-2929
Lori Smith-Family Friend (650) 784-5298

The Williams Family

Thank you for taking the time to review our application to rent your unit. My family and I are very excited about the possibility of moving into a beautiful home after many years of “couch surfing” and staying with friends.

We weren’t always in this situation but after I was injured in a car accident, I wasn’t able to maintain my job at Safeway because I could no longer stand on my feet for 8 hours a day. So I’ve been attending classes at Skyline College to increase my skills so I can return to the workforce. In 6 short months, I’ll be a certified Medical Office Assistant!

I have two boys, ages 4 and 1. Both boys attend a Spanish-language immersion day care and love to play sports, read books and play at the park.

In order to support my family during this transition, we have applied for and received a housing scholarship that will assist us in paying a portion of the rent for the next 5 years. We are also working closely with a case manager who will guide us towards becoming independent of government assistance. We will do this by actively saving money, repairing my credit, completing school and earning more money.

My family and I are very excited about our future and know that with stable housing we will be able to meet our goals and will be successful! We hope you will be a part of our journey to independence!

Below I’ve listed some of our accomplishments and references from former landlords:

June 2015: Completed Successful Renters Program (certificate attached)

April 2015: Completed budgeting class at Peninsula Family Services (certificate attached)

January 2015: Enrolled in Skyline College for Medical Office Assisting Class

April 2014: Received GED (copy attached)

Former Landlords who are happy to share their experiences renting to me and my family:

JoAnn Smith **650-XXX-XXXX** I rented from Ms. Smith from 2006-2013

Richard Larson **650-XXX-XXXX** I rented from Mr. Larson from 2001-2006