



**SAHA**  
SAN ANTONIO  
HOUSING AUTHORITY  
Opportunity Lives Here



# MOVING-TO-WORK

Annual Report | Fiscal Year 2019-2020

*Submitted to HUD for approval: September 30, 2020*  
*Approved by HUD:*

## MESSAGE FROM PRESIDENT AND CEO

The San Antonio Housing Authority's (SAHA) vision has long been to create dynamic communities where people thrive. Since receiving the Moving-to-Work (MTW) designation in 2009, SAHA has made significant progress in realizing its mission. The MTW designation has allowed SAHA the flexibility to transform operations, programs and housing by implementing innovative strategies. This fiscal year, SAHA faced unprecedented challenges.

As the pandemic triggered distress in San Antonio and across the world, it further exposed the socio-economic disparities that exist in our city. As the pandemic continues to weigh on our society, we, at the San Antonio Housing Authority have remained committed to empowering residents. These unprecedented times have underscored the pivotal role local partnerships must play in meeting the needs of our residents.

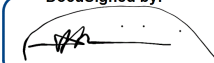
In addition to making a commitment to work with residents on their rent obligations and suspending lease violations and evictions, the agency has focused on working with its partners to address the digital divide, health and wellness and access to food.

At the peak of the pandemic, SAHA joined forces with VIA Transit to bring mobile hotspots near several SAHA communities where digital connectivity is extremely limited and where households on average make less than \$10,000 annually. The agency continues to work toward more sustainable, long-term solutions.

The agency also launched its SAHA Wellness Program to examine the needs of its residents across the city. The Wellness Program involves SAHA staff personally contacting each resident to determine their immediate needs including access to food, face masks, transportation, health services and any other needs. More than 5,000 personal calls to residents have been conducted.

In the midst of the pandemic, we saw residents lose jobs, grocery chains with empty shelves and a desperate need for access to basic needs such as food. Our partnership with the San Antonio Food Bank was needed more than ever, and we saw community organizations rise to the need. During this fiscal year, \$1.3 million in food was distributed to SAHA properties. We could not have done this without the generosity of our partners at the San Antonio Food Bank, City of San Antonio Senior Nutrition Program and Meals on Wheels.

While the agency has pivoted its focus to more immediate needs, we know it is simply not enough. We are striving to strengthen existing partnerships and to establish new partnerships to ensure continued support for our residents. The agency is continuing to devote energy to its five-year strategic plan, SAHA 2025 — ensuring we are positioned to achieve dynamic communities where all are thriving.

DocuSigned by:  
  
David Niswocia  
President and CEO



## Vision

Create dynamic communities where people thrive.

## Mission

Provide quality affordable housing that is well-integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance resident independence.

## Strategic Goals

- Empower and equip families to improve their quality of life and achieve economic stability
- Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service
- Preserve and improve existing affordable housing resources and opportunities
- Strategically expand the supply of affordable housing
- Transform core operations to be a high performing and financially strong organization
- Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

## Moving to Work Goals

- Reduce cost and achieve greater cost effectiveness in Federal expenditures
- Give incentives that promote self-sufficiency
- Increase housing choices for low-income families in San Antonio



Fiscal Year 2019: *July 1, 2019 to June 30, 2020*

## SAHA Board of Commissioners

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Jessica Weaver, Vice Chair  
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Timothy Alcott, Development and Neighborhood Revitalization Officer  
Ed Hinojosa, Chief Financial Officer  
Brandee Perez, Chief Operating Officer  
Muriel Rhoder, Chief Administrative Officer

## SAHA Senior Staff

Jo Ana Alvarado, Director of Innovative Technology  
Kristi Baird, Director of Beacon Communities  
Diana Kollodziej Fiedler, Director of Finance and Accounting  
Domingo Ibarra, Director of Security  
Aiyana Longoria, Director of Internal Audit  
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Lorraine Robles, Director of Development Services and Neighborhood Revitalization  
Janie Rodriguez, Director of Human Resources  
Thomas R. Roth, Director of Asset Management  
Joel Tabar, Director of Community Development Initiatives  
Zachariah Woodard, Interim Director of Federal Housing Programs

## MTW Contacts

Richard L. Milk, Director of Policy and Planning  
Sara Eaves, Policy & Planning Manager

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## Overview

The San Antonio Housing Authority (SAHA) provides housing to over 65,000 children, adults, and seniors through four housing portfolios – Public Housing, Housing Choice Vouchers, and Mixed-Income housing programs. SAHA employs approximately 525 people and has an annual operating budget of \$176 million. Existing real estate assets are valued at over \$500 million.

SAHA's involvement with Moving to Work (MTW) dates back to May 2000, when SAHA implemented its initial MTW demonstration program in three Public Housing communities: Mission Park Apartments, Wheatley Courts, and Lincoln Heights Courts. In 2009, SAHA signed an amended and restated agreement with the U.S. Department of Housing and Urban Development (HUD) to make the MTW demonstration an agency-wide program.

The MTW designation provides SAHA with the flexibility to design and test innovative approaches to enhance the Agency's programs. The MTW designation also provides funding flexibility by combining Public Housing operating subsidy, Capital Fund Program (CFP) grants, and Housing Choice Voucher (HCV) program subsidies into a single fund block grant.

The following section provides an overview of SAHA's short-term accomplishments and summarizes the Agency's progress towards long-term goals and objectives.

## Short-term Accomplishments

*Progress towards long-term goals and objectives*

### Update on SAHA's long-term planning

#### **SAHA 2025: Impact and Innovation Plan**

During FY2020, SAHA developed its FY2021 one-year MTW Plan as an integral component of a five-year Strategic Plan. The new format is the result of a deliberate effort to more closely align the agency's various planning efforts. The annual MTW Plan is now documented as an appendix to the Agency five-year strategic plan. Appendices A through E comprise the entirety of the 50900 requirements.

As of February 21, 2020, when the five-year strategic plan document was released for public comment, implementation teams were still being defined and work was expected to be accomplished in the months of March and April. As a result of the global pandemic, this work has been delayed and in some cases is pivoting to ensure the Agency is meeting immediate needs. This plan will be finalized and updated in the months to come. The Agency is planning an unveiling at which time the full five-year strategic plan will be available at [saha.org](http://saha.org).

For purposes of ensuring continued program administration under the Moving to Work demonstration, the Agency has finalized the FY2021 annual MTW Plan (attachment to the five-year strategic plan). The Annual MTW Plan describes the Agency's planned use of its



Moving to Work flexibilities including MTW waiver requests and other required MTW information that will support the Agency's annual strategic implementation plan. This plan is currently pending HUD approval.

## **SAHA 2025 SUMMARY**

The 2025 Strategic Plan describes the agency's priorities for the next five years. It also describes how those priorities connect to a shared understanding of the environment in which the agency works (theory of change), the impact of the agency's work on the broader community, questions that are critical to research, and annual implementation strategies.

## **GUIDING PRINCIPLES AND STATEMENTS**

- **Vision:** Create dynamic communities where people thrive.
- **Mission:** The San Antonio Housing Authority Provides quality affordable housing that is well integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance resident independence.
- **Impact Statement:** San Antonio Area has a high quality of life where all are thriving

## **LONG-TERM OUTCOMES**

The strategic plan focuses on priority 2025 outcomes for two key populations, SAHA Clients and SAHA Staff. Six outcomes have been identified as high priorities for the years 2020-2025:

Two Staff-focused outcomes

- SAHA staff respect and value diversity and inclusion
- SAHA staff thrive in career and professional work

Four Client-focused outcomes

- A supply of affordable quality units exist in sufficient quantities for SAHA Clients
- SAHA clients live in quality affordable housing
- SAHA Clients feel safe
- SAHA Clients have access to sufficient utilities

## **Featured Success Stories**

This year the Agency is honored to share a few of the many success stories from families we have been able to support through a combination of our Family Self-Sufficiency Program and Moving to Work investments.

### **JOHANA**

Ms. Johana enrolled in the FSS program in 2014. During her FSS participation, she has graduated Summa Cum Laude with her B.S. in Education from Texas A & M in 2015, graduated with her Masters in Education in 2020, been employed full-time as a Texas Rising Star Mentor with Workforce Alamo Solutions since 2018, and became a certified Yoga Instructor with an emphasis on trauma-informed yoga as well as published a children's book in 2020. She currently helps ease anxiety in school-aged youth by teaching them breathing techniques as a Yoga Instructor. She also uses her yoga instructor training to help adults with increasing their strength and flexibility.



### **SAMANTHA**

Ms. Samantha is a Thrive in Five participant who was enrolled in Jobs Plus and is currently enrolled in FSS. While in Jobs Plus, she completed multiple financial literacy and job training classes. She increased her education by obtaining certifications including ForkLift Operator and CPR/First Aid. Through Jobs Plus, she attended a financial literacy class with IBC Bank on buying/financing a car. After the class, she successfully created and followed a budget that allowed her to buy a reliable vehicle so she could continue to get to work. She has learned valuable skills toward the path to self-sufficiency and is currently working on building up her credit score so she can buy a home for her family after graduation from the FSS program.

### **JORJE**

Mr. Jorje is an older adult who enrolled in the FSS program in 2016. When he enrolled, he already had his GED and wanted to pursue higher education with the support of FSS case management. Since becoming an FSS participant, he has maintained full-time employment while pursuing an Associates of Applied Science in Community Health from NorthWest Vista College. He has been the recipient of several scholarships and most recently, was a guest speaker during the City of San Antonio's Hunger and Homelessness Awareness week. He enjoys being around younger students and is an avid volunteer on and off campus. He is currently leaning toward a career in Social Work and has plans to pursue higher education once he completed his Associates.

### **SERENA**

Ms. Serena had graduated cum laude with a Bachelors in Criminal Justice but could not find employment for over a year. She moved into public housing in early 2018 and enrolled in Jobs Plus at Cassiano in October 2018. Ms. Serena said that by the time she had gotten into housing, she was spiritually broken and her children were struggling so much. Jobs Plus gave her the ability to support her children in the way that they needed while also working toward self-sufficiency. Ms. Serena became a Community Coach for Jobs Plus and felt empowered in the camaraderie of the other community coaches. She was able to utilize her education to assist her fellow community coaches and learned from them as well. The Jobs Plus staff and fellow community coaches built her up and made her feel that she truly could accomplish her goals. She received administrative training to hone important office skills through the Jobs Plus program and she was coached on how to customize her resume for each position she applied to. Shortly after the resume coaching, she landed interviews for two different full-time positions at SAHA. The Jobs Plus staff assisted Ms. Serena in picking out an interview outfit and did several mock interviews. With support from Jobs Plus and newfound confidence, Ms. Serena accepted a full-time job offer at SAHA in 2019 and moved out of public housing in 2020 upon reaching economic self-sufficiency.





## II. General Housing Authority Operating Information

### A. Housing Stock Information

#### i. Actual New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Rosemont at Highland Park	20	20	Contract Executed/Leasing	NA	PBVs are committed as per FY15-3 Modified Project Based vouchers. Allocation supports the Family Homeless Program (SARAH)
Woodhill	10	0	Committed/Contract Pending	NA	PBVs are committed as per FY15-3 Modified Project Based vouchers. Allocation supports the Next Step Housing Program (THRU Project)
St. John's Square	50	0	Committed	NA	PBVs are committed as per FY15-3 Modified Project Based Vouchers. Allocation supports new development and new workforce development program pilot

80	20	Planned/Actual Total Vouchers Newly Project-Based
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\* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

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

#### Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

SAHA entered into a Housing Assistance Payment Contract in May 2020 for Rosemont at Highland Park and leasing has begun. The contract for Woodhill is expected to be executed in the first quarter of FY2021. St. John's Square agreement is anticipated to be entered into in FY2021.



## ii. Actual Existing Project Based Vouchers

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Gardens at San Juan	31	31	Leased/Issued	No	Mixed-income Community
East Meadows	8	8	Leased/Issued	No	Phase I of Wheatley Courts Redevelopment/Phase 2 of Choice Grant
Wheatley Park Senior Living	36	36	Leased/Issued	No	80 Unit Senior Development: Phase 2 of Wheatley Courts Redevelopment/Phase 3 of Choice Grant

<b>75</b>	<b>75</b>	Planned/Actual Total Vouchers Newly Project-Based
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\* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

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

**Please describe differences between the Planned and Actual Number of Vouchers Project-Based:**

None.

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

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

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN PLAN YEAR
<p>FY2020 Actual Changes</p> <ul style="list-style-type: none"> <li>88 LIPH Units Removed: Scattered Sites units sold (88)</li> <li>43 LIPH Units Added: East Meadow II (42) and Wheatley Senior Park (1)</li> <li>94 MTW vouchers Added: PH Scattered Sites Replacement Vouchers (94)</li> <li>Local-Non-Traditional Units: East Meadows II, 119 unit new mixed-income development of which 53 are counted as Local-Non-Traditional (reserved for 80% AMI)</li> </ul> <p>Note: LIPH Victoria Plaza, 185 units - remain offline with status of HUD Approved Comprehensive Rehab</p>



#### iv. General Description of All Actual Capital Expenditures During the Plan Year

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

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR						
Grant	Grant Amount	FYB Cumulative Expended	FYE Cumulative Expended	Expended During FY2019	Remaining To Expend	Expended
2016 CFP	\$ 7,805,380.00	\$ 7,805,380.00	\$ 7,805,380.00	\$ -	\$ -	100.00%
2017 CFP	\$ 7,973,378.00	\$ 7,973,378.00	\$ 7,973,378.00	\$ -	\$ -	100.00%
2018 CFP	\$ 12,332,100.00	\$ 5,062,921.48	\$ 10,838,251.00	\$ 5,775,329.52	\$ 1,493,849.00	87.89%
2019 CFP	\$ 12,929,611.00	\$ -	\$ 4,196,222.64	\$ 4,196,222.64	\$ 8,733,388.36	32.45%
2020 CFP	\$ 13,046,754.00	\$ -	\$ -	\$ -	\$ 13,046,754.00	0.00%
		<b>TOTAL FY20</b>	<b>\$ 30,813,231.64</b>	<b>\$ 9,971,552.16</b>	<b>\$ 23,273,991.36</b>	
Property	Description					
Blanco	Phase III - Add'l Design Professional Services					
Blanco	Emergency Air Cooled Chiller Compressor					
Blanco	Basement Structural Repair					
Cassiano	Burn Units Rehabilitation (8 units)					
Charles Andrews	Construction Materials Observation-Testing					
Charles Andrews	Int/Ext/Site Improvement Cap Project (Subst Rehab)					
College Park	Elevator Repair and Replacement					
Fair Avenue	Schedule 13 - Add'l Construction Administration Services					
Fair Avenue	Fire Sprinkler and Alarm Design					
Fair Avenue	Fire Protection Improvements (Sprinkler-Alarm)					
Fair Avenue	Asbestos Abatement for Fire Protection Improvements					
Highview	Drainage Improvements Project Professional Engineering Services (Feasibility Study)					
Le Chalet	Replace Water Heater & Gas Rod					
Lincoln	Connect Home - Computer Lab					
Madonna	Natural Gas System-Boiler Rm Feasibility Study					
PHA Wide	Operations 1406					
PHA Wide	Administration 1410					
PHA Wide	CFFP Debt Service					



## B. Leasing Information

### i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	69,900	66,536	5,825	5,530
MTW Housing Choice Vouchers (HCV) Utilized	146,880	148,718	12,240	12,370
Local, Non-Traditional: Tenant-Based	NA	NA	NA	NA
Local, Non-Traditional: Property-Based	2,052	2,196	171	183
Local, Non-Traditional: Homeownership	NA	NA	NA	NA

<b>Planned/Actual Totals</b>	218,832	217,450	18,236	18,083
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\* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

\*\* "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

#### Please describe differences between the Planned and Actual Households Served:

PH: Victoria Plaza (185 units) remains offline for comprehensive modernization. 15 Units are in the Agency category. There were 5,739 units in approved HUD status, and 5,530 were occupied by a tenant. .  
Vouchers: The program exceeded utilization goals in FY2020 and plans to bring utilization back to the MTW baseline during FY2021.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	NA	NA	NA	NA	NA
Property-Based	FY2011-1e Preservation and Expansion of Affordable Housing	2,052	2,196	171	183
Homeownership	NA	NA	NA	NA	NA

<b>Planned/Actual Totals</b>	2,052	2,196	171	183
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\* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.



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

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

*Discussion of any actual issues and solutions utilized in the MTW housing programs listed.*

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
<b>MTW Public Housing</b>	On March 16, 2020 the agency suspended all eligibility appointments and move-ins for PH to reduce the spread of COVID. July 1, 2020 a modified move in process was finalized and lease up restarted but in reduced numbers to ensure protocols were followed.
<b>MTW Housing Choice Voucher</b>	Exceeding utilization may be directly related to the suspension of all terminations and hearings, as a result of COVID19. While HCV suspended eligibility appointments, there were vouchers searching already and the Agency was able to adapt processes to accepting RTAs electronically quickly.
<b>Local, Non-Traditional</b>	None.

## C. Waiting List Information

### i. Actual Waiting List Information

*Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population(s) served.*

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Federal MTW Public Housing Units	Site-based	36,601	Open	No
Federal MTW Housing Choice Voucher Program	Community-wide	8,533	Closed	No
Federal Non-MTW Housing Choice Voucher Program: Moderate Rehabilitation	Moderate Rehabilitation	40,995	Open	No
Project-based Local (Gardens at San Juan Square)	Local Project-Based	37,184	Open	No
Project-based Local (East Meadows Phase I)	Local Project-Based	15,828	Open	No
Project-based Local (Wheatley Park Senior Living)	Local Project-Based	284	Open	No





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

Currently the total number of households on the waiting lists is 47,301 with the average household applying for 2 or more waiting lists.

**ii. Actual Changes to Waiting List in the Plan Year**

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

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
Federal MTW Public Housing Units	None
Federal MTW Housing Choice Voucher Program	None
Federal Non-MTW Housing Choice Voucher Program: Moderate Rehabilitation	None
Project-based Local (Gardens at San Juan Square)	None
Project-based Local (East Meadows Phase I)	None
Wheatley Park Senior Living PBV	None

**D. Information on Statutory Objectives and Requirements**

**i. 75% of Families Assisted Are Very Low Income**

*HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.*

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	20
49%-30% Area Median Income	37
Below 30% Area Median Income	10

**Total Local, Non-Traditional Households Admitted**

67



## ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	2,617	3,952	NA	6,569	36%
2 Person	873	2,134	NA	3,007	16%
3 Person	998	2,338	NA	3,336	18%
4 Person	730	2,004	NA	2,734	15%
5 Person	401	1,178	NA	1,579	9%
6+ Person	317	917	NA	1,234	7%
TOTAL	5,936	12,523	NA	18,459	100%

\* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

**Please describe justification for any "Non-MTW Adjustments" given above:**

There are no non-MTW Adjustments to the distribution of household sizes. Baseline percentages of household sizes to be maintained were established using the most complete historical dataset that included household size. The reported data in the Agency's FY 2011-2012 report for FY2011-1e Activity was used to set the baseline--this is a snapshot of occupancy as of June 30, 2012.

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	36%	7,014	39%	8%
2 Person	16%	3,241	18%	12%
3 Person	18%	2,934	16%	-10%
4 Person	15%	2,374	13%	-12%
5 Person	9%	1,399	8%	-14%
6+ Person	7%	1,121	6%	-11%
TOTAL	100%	18,083	100%	0

\*\* The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the



mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

**Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:**

- (1) **Demographic Change:** The city of San Antonio continues to see significant demographic change that justifies the variation. First, there has been an increase in the proportion of the population aged 62 years and older and a decrease in the proportion of its population under 18 years old. Second, the city has seen a decrease in the proportion of households and families below the poverty level who have children. Both of these demographic shifts are consistent with the increase in one- and two-person households and the decrease in three-plus person households. These shifts in demographics are also evident among households served by SAHA through MTW.

San Antonio city, Texas					
		2008-2012 Estimates	2013-2017 Estimates	Statistical Significance	Percent Change
Population	Under 18 years	25.30%	26.40%	Yes	-4%
	62 years and over	11.80%	10.80%	Yes	9%
Source: American Community Survey Comparative Demographic Estimates (CP05); 2018 and 2013 Five-Year Estimates					

San Antonio city, Texas					
		2008-2012 Estimates	2013-2017 Estimates	Statistical Significance	Percent Change
Households by Type	Households with one or more people under 18 years	34.30%	37%	Yes	-7%
Percentage of families and people whose income in the past 12 months is below the poverty level	With related children of the householder under 18 years	21.50%	23%	Yes	-7%
Source: American Community Survey Comparative Social Estimates (CP02) and Comparative Economic Estimates (CP03); 2018 and 2013 Five-Year Estimates					

- (2) **Housing Market Change:** The city of San Antonio continues to see shifts in the proportion of housing units with no bedrooms and one bedrooms while also experiencing a decrease in the proportion of units with three bedrooms.

San Antonio city, Texas					
		2008-2012 Estimates	2013-2017 Estimates	Statistical Significance	Percent Change



Bedrooms	Total housing units	543,762	528,607	Yes	3%
	No bedroom	2.9	2.5	Yes	16%
	1 bedroom	16.8	16.3	Yes	3%
	2 bedrooms	23.8	24.4	Yes	-2%
	3 bedrooms	38.9	39.5		-2%
	4 bedrooms	15.2	15.1		1%
	5 or more bedrooms	2.4	2.3		4%
Source: American Community Survey Comparative Housing Estimates (CP04); 2018 and 2013 Five-Year Estimates					

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

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
FY2013-2: Simplified Earned Income Disregard	0	PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months.
FY2014-6: Rent Simplification	20	
FY2015-1 MDRC/HUD Rent Study	4	
FY2017-1 Time Limited Working Referral Program	1	
FY2017-1 Restorative Housing Pilot Program	0	
FY2019-2 Alternative Recertification Process	22	
	0	(Households Duplicated Across MTW Activities)
	47	<b>Total Households Transitioned to Self Sufficiency</b>



### III. Proposed MTW Activities

*All proposed activities that are granted approval by HUD are reported on in Section IV as 'Approved Activities'.*

Not Applicable.





## IV. Approved MTW Activities

### A. Implemented Activities

Implemented activities are reported in this section using the following framework per HUD FORM 50900 (OMB Control Number: 2577-0216).

#### i. Plan Year Approved, Implemented, Amended

*Specify the Plan Year the MTW activity was proposed. Specify the Plan Year the MTW activity was implemented. Provide any Plan Years in which the MTW activity was amended.*

#### ii. Description/Impact/Update/Rent Reform Hardships

*Provides a description of the MTW activity and detailed information on its impact during the Plan Year. Provides the applicable Standard HUD Metrics tables with numerical information for baselines, benchmarks and outcomes for the Plan Year. Describes how outcomes compared to baselines and benchmarks. Indicates whether the MTW activity is on schedule.*

*NOTE: For rent reform/public housing term limit activities, a description of the number and results of any hardship requests and details regarding the required “Annual Reevaluation” that the MTW PHA put in place when proposing the MTW activity.*

#### iii. Actual Non-Significant Changes

*Indicate if the MTW PHA made the planned nonsignificant changes or modifications to the MTW activity given in the Annual MTW Plan in the Plan Year. Indicate any unplanned non-significant changes or modifications to the MTW activity the MTW PHA made in the Plan Year (or state that there were none).*

#### iv. Actual Changes to Metrics/Data Collection

*Indicate if the MTW PHA made the planned changes or modifications to the metrics given in the Annual MTW Plan in the Plan Year. Indicate any unplanned changes or modifications to the metrics the MTW PHA made in the Plan Year (or state that there were none).*

#### v. Actual Significant Changes

*Indicate if any significant changes were made to the MTW activity in the Plan Year through an Annual MTW Plan amendment (or state that there were none).*

#### vi. Challenges in Achieving Benchmarks and Possible Strategies

*If benchmarks were not achieved or if the MTW activity was determined ineffective (as described in IV.A.ii above), provide a narrative explanation of the challenges and, if possible, identify potential new strategies to make the MTW activity more effective.*



## Summary

Below is a list of approved MTW activities and their general implementation status.

Current Activity	Status
11-1e- Preservation and Expansion of Affordable Housing	Ongoing
11-9- Allocate tenant-based voucher set-asides for households referred by non-profit sponsors who provide supportive services	Ongoing
13-2- Simplified Earned Income Disregard (S-EID) (Public Housing)	Preparing to close out in FY2021
13-4- HQS Inspection of SAHA-owned non-profits by SAHA inspectors	Ongoing
14-2- Early Engagement	Ongoing
14-3- Faster Implementation of Payment Standard Decreases (HCV)	Ongoing
14-6- HCV Rent Reform (14-6 Rent Simplification (HCV) & 15-4- Simplified Utility Allowance Schedule)	Ongoing
15-1- MDRC / HUD Rent Study	Ongoing
15-2- Elderly Admissions Preference at Select Public Housing Sites	Ongoing
15-3- Modified Project Based Vouchers	Ongoing
17-1- Time Limited Working Referral Program	Ongoing
17-2- Restorative Housing Pilot Program	Preparing to close out in FY2021
19-1- Local Implementation of SAFMR	Ongoing
19-2- Alternate Recertification Process (PH and HCV)	Ongoing
FY2020-1: Palo Alto College, College Homeless Assistance Program	Implemented in FY2020
20-2- St. Phillips College Homeless Program (SPC-HP)	On Hold
20-3- Family Self Sufficiency (FSS) Program Streamlining	Implemented in FY2020
20-4- Time Limited Workforce Housing Pilot Program (PBV)	On Hold



## **FY2011-1e – Preservation and expansion of affordable housing**

### **MTW Statutory Objective(s): Increase Housing Choices**

**i. Plan Year Approved, Implemented, Amended:** This activity was approved and implemented in FY2011.

**ii. Description/Impact/Update/Rent Reform Hardships:** During the 2010-2011 fiscal year, SAHA adopted an Affordable Housing Preservation and Expansion Policy that establishes the principles, goals, priorities, and strategies to preserve and expand the supply of high quality, sustainable, and affordable housing in San Antonio. Under SAHA's broader uses of funds authority, Attachment D, the Agency can use MTW funding for local, non-traditional units providing that the activities meet the requirement of the MTW statute. While SAHA has had the authority to utilize this flexibility since 2011, the Agency did not utilize it for the construction of new units from 2011 to 2013; all development reported under this activity during those years occurred outside the scope of MTW as it used other funding sources including tax-credits, HOME funding, CDBG, and other local and state funding.

In FY2014, SAHA began utilizing this flexibility in combination with a new flexibility to combine Replacement Housing Factor (RHF) funds with the MTW block grant; the Agency executed an RHF amendment and RHF Plan that was approved by HUD in FY2014.

This activity is designed to increase housing choices. It operationalizes the preservation and expansion policies adopted in FY2011, by utilizing the local, non-traditional unit authorization under SAHA's broader uses of funds authority and securing the approval to combine RHF funds into the MTW block grant to construct new affordable units (defined as units reserved for households with income at or below 80% area median income or AMI). While SAHA may develop new communities with market-rate units in addition to affordable units; this activity does not authorize the use of RHF funds for the development of those market-rate units. It is also important to note that SAHA's flexibility to construct and/or preserve new Section 8/9 units are authorized under the single-fund flexibility only and outcomes are reported in the sources and uses section of this report (Section V). The only units authorized under this activity are units reserved for households with income at or below 80% AMI that are non-Section 8/9.

### **Plan Year Update**

*FY2014 Update:* In FY2014, the Agency completed the Park at Sutton Oaks, a mixed-income community with 208 units, of which 162 are reserved for households with income at or below 80% AMI and 113 are non-Section 8/9. This community is also Phase I of the Choice Neighborhood Initiative.

*FY2015 Update:* In FY2015, the Agency completed the Gardens at San Juan Square, a mixed-income community with 252 units, of which 63 units are Section 9 (Public Housing), 31 units are Section 8 (Project-Based Vouchers), and 158 affordable and non-Section 8/9



(Tax-Credit and HOME units). This community is 100% reserved for households with income at or below 80% AMI.

*FY2016 Update:* The Agency originally planned to add 44 affordable, non-Section 8/9 (Tax-Credit and HOME units) units as part of the Wheatley Choice Neighborhood Initiative Phase 2. While construction started in July 2015, these units are not scheduled to be available until August 2016 at the earliest. These units will be reported in FY2017.

Over the last 3 years, the Agency has replaced a total of 364 substandard public housing units (116 units at San Juan Homes and 248 units at Wheatley Courts) with 460 new units at the Park at Sutton Oaks (208 units) and Gardens at San Juan Square (252 units). Ninety percent of these new units or 414 remain affordable to households with an income at or below 80% AMI. Of the 414 affordable units, 271 are non-Section 8/9.

*FY2017 Update:* At fiscal year end, SAHA had completed 95% of East Meadows (Choice Phase II, formerly known as Wheatley Courts). The new development is a 9% Low Income Tax Credit project with a total of 215 new units -- 59 market units, 77 tax-credit only units, 71 public housing units layered with tax-credits, and 8 project-based vouchers. As a result, the agency added 77 new affordable units under this activity.

*FY2018 Update:* At fiscal year end, SAHA had completed Wheatley Senior Park Living (Choice Phase III, formerly known as Wheatley Courts). The new development is a 9% Low Income Tax Credit project with a total of 80 new units -- 0 market units, 4 tax-credit only units, 40 public housing units layered with tax-credits, and 36 project-based vouchers layered with tax-credits. As a result, the agency added 4 new affordable units under this activity.

*FY2019 Update:* This activity is on track. No new units were added during FY2019. At fiscal year end, SAHA has begun development of East Meadows II, a 9% Low Income Tax Credit project with 119 units. Leasing is expected in FY2020 - November 2019 and the remainder in January and March. The tables below compare the baselines and benchmarks for each metric. As indicated in the table, the Agency has met the fiscal benchmark.

## Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, there has been some impact to construction and lease-up of new units. However, these impacts have not resulted in significant disruption to this activity.

This activity is on track. At fiscal year end, SAHA added new units to its inventory at East Meadows II, a 9% Low Income Tax Credit project with 119 units. The unit mix includes 95 units reserved for 80% AMI and below and 24 market rate units. Of the 95 affordable units, forty-two (42) are public housing, thirty-one (31) are HOME, and twenty-two (22) are tax-credit. As a result of this waiver, the Agency has added 53 units (HOME + Tax-credits) to its MTW local



non-traditional unit inventory. The tables below compare the baselines and benchmarks for each metric. As indicated in the table, the Agency has met the fiscal benchmark.

#### HUD Standard metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Benchmark met.
	0	FY2014: 113 FY2015: 158 FY2016: 0 FY2017: 77 FY2018: 4 FY2019: 0 FY2020: 53 <b>Cumulative: 405</b>	FY2014: 113 FY2015: 158 FY2016: 0 FY2017: 77 FY2018: 4 FY2019: 0 FY2020: 53 <b>Cumulative: 405</b>	
HC #2: Units of Housing Preserved				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number).	Expected housing units preserved after implementation of the activity (number).	Actual housing units preserved after implementation of the activity (number).	Benchmark met.
	0	0	0	

iii. **Actual Non-Significant Changes:** None.

iv. **Actual Changes to Metrics/Data Collection:** None.

v. **Actual Significant Changes:** None.

vi. **Challenges in Achieving Benchmarks and Possible Strategies:** None.





**FY2011-9 – Allocate set-asides of tenant-based vouchers for households referred by non-profit partners who will provide supportive services to those households**

**MTW Statutory Objective(s):** Increase Housing Choices

**i. Plan Year Approved, Implemented, Amended:** This activity was approved in the FY2011 plan and implemented in December 2011

**ii. Description/Impact/Update/Rent Reform Hardships:** SAHA allocates set-asides of tenant-based vouchers for households referred by non-profit partners who commit to provide supportive services. The set-asides are for households with specific priority needs, such as those who are homeless. Current partners are the Center for Health Care Services (CHCS), San Antonio Metropolitan Ministries (SAMM), and South Alamo Regional Alliance for the Homeless (SARAH). Partners provide a needs assessment of the household in order to qualify and certify them as homeless as defined by HUD. Once the household is determined eligible by the partners, the household is referred to SAHA and placed on the waiting list. When the household is selected from the SAHA waiting list, SAHA processes all referrals in accordance with HUD guidelines and the SAHA voucher program Administrative Plan. The household is scheduled for an appointment with SAHA staff to determine eligibility. Once the household is determined eligible they complete documents necessary for processing. One requirement of the program is that partners provide intensive case management for one year to every household participating in the program. Partners provide reports to SAHA on a quarterly basis.

**Plan Year Update**

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. The following has likely impacted this activity:

- Clients experiencing searching challenges: due to COVID-19 clients are reporting issues related to viewing units in person, disruptions in public transportation, and other local closures that have limited their ability to search for a unit.
- While SAHA continues to receive referrals from partner agencies, there have been challenges related to executing documents while operating in a new digital environment.

This activity is on track. At the end of the fiscal year, 158 households were utilizing a set-aside voucher and 55% remained housed for at least 2 years. The tables below compare the baselines and benchmarks for each metric. As indicated in the table, the Agency continues to work with referring partners to increase utilization and facilitate stable housing.

HUD Standard Metrics

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households	Households receiving this type of service	Expected number of households receiving	Actual number of households receiving	Benchmark met. SAHA continues



receiving services aimed to increase housing choice (increase).	prior to implementation of the activity (number). This number may be zero.	these services after implementation of the activity (number).	these services after implementation of the activity (number).	to request referrals from partners to increase utilization for this program.
	0	up to 200	158	

#### SAHA Metrics

Maintain Households Served				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households served that continue to be housed after 2 years	0	90%	48%	Benchmark not met.
Percentage of households served that continue to be housed after 1 years	0	90%	55%	Benchmark not met.

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** SAHA continues to work with partners to provide housing to populations facing homelessness. Benchmarks for the percentage of households served after 1 and 2 years continue to not meet benchmarks. Currently, partners are only able to provide supportive services for one year. At this time, the Agency has little understanding of the level of housing stability households have once they no longer receive services. Possible strategies include pursuing longer service delivery commitments from partners where possible, identifying new partners to provide additional services, and pursue cross-sector data sharing to help close the Agency's information and drive other strategies.



## **FY2013-2 – Simplified Earned Income Disregard (S-EID)**

**MTW Statutory Objective(s):** Promote Self-Sufficiency and Reduce cost and increase cost effectiveness

**i. Plan Year Approved, Implemented, Amended:** This activity was approved in FY2013 and implemented in FY2014.

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity expands the number of months for which EID (referred to as earned-income disregard or earned-income disallowance) is available to participants from 24 months to 60 months, and makes the benefit available continuously during the 60 months, without start/stop. Income is disregarded on a sliding scale based on year of participation:

- During year 1, 100% of earned income is disregarded
- Year 2: 80%
- Year 3: 60%
- Year 4: 40%
- Year 5: 20%

The head, spouse, or co-head of the household qualifies the entire household (formerly only Head of Household could participate). SAHA has completed research on the ability to reconcile various program requirements around escrows and EID for Family Self-Sufficiency (FSS) households. Because the program requirements cannot be reconciled, FSS households are no longer eligible for the S-EID. Participation in the Jobs-Plus program remains a requirement for S-EID participants.

Starting in FY2016, SAHA required participating households to attend quarterly financial counseling sessions, in order to ensure that families are given all the tools and knowledge necessary to succeed. At the time of the referral, staff schedule an appointment with financial counseling providers such as Family Service Association or the Financial Empowerment Center. Participating households need to attend the counseling sessions within the time to process the change, or within one month of processing.

For participants who are unable to attend an in-person session, online options are provided and monitored by staff.

Jobs-Plus Staff monitor attendance, and follow up with members to ensure they are on track. Should they fail to attend, staff report back to management when a member lapses. A hardship provision allows a grace period for unforeseen circumstances.

### **Plan Year Update**

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified



Operations. As a result, the Agency has had to alter how it delivers supportive services. However, these impacts have not resulted in significant disruption to this activity. The Agency plans to phase out this activity during FY2021 and may propose a new EID activity in the FY2022 MTW Plan to replace the current activity.

The tables below compare the baselines and benchmarks for each metric. The activity is not meeting the benchmark for employment; however, the current target of 100% employed is a stretch target. While the Agency is not meeting the benchmark for SS#5, all households who were part of the original grant do have access to supportive services on a voluntary basis. The average number of household members on SEID fell short of the benchmark but has shown an increase since the baseline year.

#### HUD Standard Metrics

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$11,000	\$12,100	Working Households: \$20,782 Total Households: \$9,144	Benchmark met.
SS #3: Increase in Positive Outcomes in Employment Status				
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(6) Other (Heads with any Earned Income)	Percentage of total work-able households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected head(s) of households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (number).	Actual head(s) of households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	20	11	Benchmark not met.
(6) Other (Heads with any Earned Income)	Percentage of total work-able households in (6) Other (defined as	Expected percentage of total work-able households in (6) Other (defined as head(s) of households with earned	Actual percentage of total work-able households in (6) Other (defined as head(s) of households with earned	Whether the outcome meets or



	head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	income) after implementation of the activity (percent).	income) after implementation of the activity (percent).	exceeds the benchmark.
	0	100%	55% 11 out of 20 work-able households (Non-Elderly and Non-Disabled Heads/Co-Heads/Spouses)	Benchmark not met.
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self-sufficiency (increase)	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	up to 200	25 active in S-EID/ 11 actively receiving additional supportive services	Benchmark not met.
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?





Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	Households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Actual households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	0	Benchmark met.

#### CE #1: Agency Cost Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total cost of task in dollars (decrease).	\$647 (25 HOURS * \$25.89)	\$647 (25 HOURS * \$25.89))	\$647 (25 HOURS * \$25.89)	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

#### CE #2: Staff Time Savings

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff	Total amount of staff time dedicated to the task prior to	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or



hours (decrease).	implementation of the activity (in hours).			exceeds the benchmark.
	25	25	25	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	13.22	10.62 (3% decrease)	6.35	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only.
CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$130,284	\$130,284	\$63,600	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements



				only. Neutral benchmark (no change expected) has been set.
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#### SAHA Metrics

Number of Household Members who take advantage of disregard (average)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Household Members who take advantage of disregard (average)	1	1.5	1.2	Benchmark not met.

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** This activity was designed to support other grant-funded self-sufficiency programs and serve as a financial incentive. As of FY2020, grants supported by this activity have ended and no additional grant-funded opportunities have been identified to continue the model of leveraging SEID as a financial incentive coupled with employment related supportive services. In FY2021, the Agency will be phasing out this activity and exploring the development of an alternative EID activity. Close out reporting to HUD is planned for the FY2021 Report.



## FY2013-4 – HQS Inspection of SAHA-owned non-profits by SAHA inspectors

**MTW Statutory Objective(s):** Reduce cost and increase cost effectiveness

**i. Plan Year Approved, Implemented, Amended:** This activity was approved and implemented in FY2013.

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity allows SAHA inspectors (instead of third-party contractors) to inspect and perform rent reasonableness assessments for units at properties that are either owned by SAHA under the Agency's non-profit portfolio, Beacon Communities, or owned by a SAHA-affiliate under the Agency's partnerships portfolio.

### Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, the Agency has modified how it conducts all HSV inspections including those conducted at SAHA affiliated properties.

While the total savings for this fiscal year is less than expected, the per unit inspection cost continues to drive cost savings for these inspections. This activity is on track. Since implementation, the Agency has saved an estimated \$606,000. The tables below compare the baselines and benchmarks for each metric. All outcomes have met the benchmarks and no explanation is therefore necessary.

HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark
	2,367 inspections * \$42.90 = \$101,544	2,367 inspections * \$35.06 = \$82,987	2,367 inspections * \$35.06 = \$82,987	Benchmark was met. Savings = \$18,557
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark
	0 hours	4,525 inspections x .5 hours = 2,263 hours	4,525 inspections x .5 hours = 2,263 hours	Activity is not designed to impact metric; metric is



				included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
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**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

Per Inspection Costs

Metric	Baseline	Benchmark	Savings
CE #1: Agency Cost Savings	Per Inspection FY13-15: \$76.32 FY16-20: \$42.90	Per Inspection FY13-15: \$20.86 FY16-20: \$35.06	Per Inspection FY13-15: \$55.46 FY16-20: \$7.84

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** SAHA will continue to monitor the cost savings to ensure the inspection cost remains below third-party cost levels and the number of inspections continues to be effectively absorbed by current staffing levels. The cost per inspection has stayed the same during COVID; however, the Agency has completed fewer inspections.



## **FY2014-2 – Early Engagement (previously referred to as Path to Self-Sufficiency)**

**MTW Statutory Objective(s):** Increase Housing Choices

**i. Plan Year Approved, Implemented, Amended** This activity was approved in FY2013 and implemented in January 2014

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity is designed to increase housing choices by providing training to support successful participation in SAHA's assisted housing programs, and was originally approved as part of the FY2013-2014 MTW Plan and implemented in that fiscal year.

The Early Engagement Program (EEP), is an enhanced orientation for incoming residents that provides training to support successful participation in SAHA's assisted housing programs. All incoming residents are required to attend an EEP orientation as part of the housing process. The premise of EEP is to engage, educate, and proactively link incoming residents to needed services in the community before they are housed.

The Community Development Initiatives (CDI) Department created the concept of Early Engagement as a result of communication from SAHA staff. Staff determined that many of the challenges that current and incoming residents experienced are: new residents are ill-informed on SAHA policies, a high volume of eviction interventions and uncollected rent takes place, a large percentage of delinquencies is common, and crisis situations, such as hoarding and the inability to pay rent and utility bills. This resulted in many residents, who had been on waiting lists for up to seven years, becoming evicted soon after moving into our subsidized housing communities. The EEP curriculum addresses these issues directly to help empower our residents to become informed and responsible renters.

Engage: Orientations are held monthly or /bi-monthly at the Girl Scouts Leadership Center and at Alamo College's Westside Education Training Center. The orientation format was developed to ensure optimal participation and engagement of attendees. Incoming residents are provided a letter with a date for the orientation. At registration, each resident is given a folder with a Self Sufficiency Assessment, punch card, resource material from partners, and a pen and paper for notes. Residents are given a name tag with color dot; dot color determines which group the resident will be a part of during the orientation and which group leader will guide them to all sessions. All residents are provided a light continental breakfast in the morning and snacks during the Resource Fair.

Each orientation begins with a general session that includes a welcome message from SAHA's executive team and a "Recipe for Success" presentation. This session sets the tone for the day and includes a message from SAHA's President and CEO and testimonials from former and current housing residents. Attendees are provided with an overview for the day and are assigned to a small group (<50) that will travel together to five concurrent sessions. Curriculum consists of four topics and a Resource Fair conducted concurrently for 30 minutes.



Educate: Topics for concurrent sessions include: Safety and Security, Financial Literacy, Tenant's Rights, and Housekeeping. Sessions are conducted by presenters from the following partnering community agencies: Safety and Security (SAHA Security), Financial Literacy (City of San Antonio Financial Empowerment Center), Tenant's Rights (St. Mary's School of Law), Housekeeping (City of San Antonio Code Compliance).

Each session follows a curriculum jointly created by SAHA staff and community experts. The goal of each session is to provide attendees with the foundation required to become a "successful renter". At the end of each session, residents complete an evaluation and a copy of the evaluation is given to each presenter.

Proactively link to services: When residents attend the Resource Fair, they are instructed to utilize the punch card that is in their folder and have it punched by a minimum of 10 agencies. Agencies/Partners in attendance at the Resource Fair include those providing the following services: employment, job training, education, child care, voter registration, self-sufficiency programs, financial institutions, etc.

Attendees who attend all sessions, complete a Self Sufficiency Assessment, and submit a completed Resource Fair participation punch card are awarded a Certificate of Completion and are escorted to the final phase of the orientation: obtaining a voucher (for HCV applicants) or list of public housing properties (for Public Housing applicants).

## Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, all EEP sessions were cancelled. The last EEP session was held in February 2020. In addition, the following actions have impacted this activity:

- Suspension of evictions for non-criminal activity
- Suspension of transfers, move-ins, and move-outs
- Suspension of all resident activities
- Suspension of terminations
- Modifications of voucher issuance for current and new clients
- Closure of Section 8 lobby and property management offices

This activity continues to not meet some benchmarks. The tables below compare the baselines and benchmarks for each metric. Since implementation, over 10,000 households have successfully completed the series of courses but the activity has had minimal impact on negative exits. In addition, the agency had planned to host a minimum of 10 EEP sessions with 2000 participants in FY2020. The agency hosted 7 EEP sessions with 1,132 participants in attendance in FY2020. That being said, the agency has exceeded the cumulative EEP attendance goal of 8,500 participants despite COVID-19 limitations.



Early Engagement lays the foundation for successful participation by informing clients of program requirements and introducing clients to SAHA and partner resources available. Early Engagement coupled with other preventive and intervention efforts may have a stronger probability of reducing negative exits. The agency will continue current planning work to identify more appropriate preventive and intervention efforts to reduce negative exits and any relevant metrics associated with these efforts.

#### HUD Standard Metrics

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	2,000	FY2014: 1,035 FY2015: 1,482 FY2016: 1,587 FY2017: 1,521 FY2018: 1,969 FY2019: 2,537 FY2020: 1,132	Benchmark not met

#### SAHA Metrics

Negative Program Exit Rates				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percent of households who attended the program and subsequently exited the housing program for a negative reason (PH + HCV)	39%	39%	28%	Benchmark met

**iii. Actual Non-Significant Changes:** Due to COVID-19, the agency ceased all EEP sessions after February 2020. The agency is currently attempting to restructure EEP to a virtual environment.

**iv. Actual Changes to Metrics/Data Collection:** Starting in FY2021, the Agency will no longer report “Percent of households who attended the program and subsequently exited the housing program for a negative reason (PH + HCV)”. As stated in the Agency’s FY2021 MTW Plan, The Agency conducted an internal review of this activity. As a result, it became clear that EEP alone cannot reduce negative exits. SAHA is revisiting the EEP programming and will identify metrics that are better aligned with EEP’s objectives, this may include tracking participant enrollment and participation in SAHA programs after attending EEP, housing stability for 6-12 months after EEP, etc. Updates to the metrics are forthcoming in the FY2021 Report.

**v. Actual Significant Changes:** None.





**vi. Challenges in Achieving Benchmarks and Possible Strategies:** While this activity has increased the Agency's ability to outreach to households for self-sufficiency programs and partner referrals, it continues to not meet the goal of decreasing negative exit rates. The Agency plans to continue its work on identifying additional interventions that can help address negative exits outside the scope of this activity. Within the scope of this activity, the Agency plans to address current circumstances related to Covid-19 by converting current programming to a digital format. This will allow residents to review and access relevant information/material at any time -- not only allowing the activity to continue during the Covid-10 outbreak but also to provide greater access in general. With development of more appropriate indicators as notes above, the Agency will be able to better evaluate the effectiveness of Early Engagement.



### **FY2014-3 – Faster Implementation of Payment Standard Decreases (HCV)**

**MTW Statutory Objective(s):** Reduce cost and increase cost effectiveness

**i. Plan Year Approved, Implemented, Amended:** This activity was approved and implemented in FY2014.

**ii. Description/Impact/Update/Rent Reform Hardships:** Currently, when Fair Market Rent (FMR) is reduced and the payment standard is adjusted accordingly, the reduced payment standard is applied at each participant's second regular reexamination. This activity will allow SAHA to apply the lower payment standards at each participant's next reexamination (Move, Interim and/or Annual reexaminations). If the participant's rent portion increases as a result of applying the new payment standard, SAHA will provide the participant a 30-day notice of rental increase. The per unit cost will be calculated by the total housing assistance payments divided by the total number of units leased each month. The housing assistance payments expense will be obtained from the monthly financial statements and the total units will be obtained from the Unit Month Report.

#### **Plan Year Update**

The FMRs increased in FY2020; therefore, this waiver was not utilized during the fiscal year.

HUD Standard Metrics				
CE #1: Agency Cost Savings (HCV)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark
	12,129 Annual Average Households Served (FY2014) multiplied by \$568.43	12,129 Annual Average Households Served (FY2014) multiplied by \$537.96	NA	NA

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None.



**FY2014-6 – HCV Rent Reform** (consolidates previously approved activities into one and renames it to clarify intent)

**Previously approved**

FY2014-6: Rent Simplification (HCV)

FY2015-4: Simplified Utility Allowance Schedule

**MTW Statutory Objective(s):** Reduce cost and increase cost effectiveness

**i. Plan Year Approved, Implemented, Amended:** FY2014-6: Rent Simplification (HCV) was approved in FY2014 and implemented in July 2015. FY2015-4: Simplified Utility Allowance Schedule was approved in FY2015 and implemented in January 2014 for vouchers issued and May 2014 reexaminations.

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity has two elements: (1) simplified rent calculation (previously approved under FY2014-6: Rent Simplification) and (2) simplified utility allowance schedule (previously approved under FY2015-4: Simplified Utility Allowance Schedule).

*(1) Rent simplification:* Traditionally, rent calculation is based on 30% of the participant's adjusted monthly income. This activity lowers the percentage used to calculate rent to 27.5% of monthly gross income for all MTW HCV participants and new admissions, and eliminates deductions (i.e., medical and child care) with minimal impact to the participants' rent portion. MTW participants who experience a rent increase of \$26 or more due to the rent simplification calculation will have the household's Total Tenant Payment (TTP) calculated in accordance with 24 CFR 5.628 (i.e., non-MTW TTP calculation). Participants who are granted a hardship exemption will remain exempt until their rent portion falls below the \$26 threshold. Hardship exemptions under this provision will be verified at each annual and interim reexamination. SAHA is 1 of 4 MTW agencies participating in a rent reform study. Households who are not part of the study (approximately 2,000) will follow FY2014-6 rent policies.

*(2) Simplified Utility Allowance Schedule:* Traditionally, SAHA annually reviews and periodically re-establishes a Utility Allowance Schedule which represents reasonable utility cost expectations as part of a tenant's lease. The Utility Allowance Schedule is based on utility surveys and analysis of the type of structure, bedroom size, appliances provided by tenant, and type of appliances (gas/electric).

This activity establishes a new, simplified schedule that is based on the analysis of data collected from SAHA's existing HCV portfolio including the most common structure and utility types. The simplified schedule reduces administrative costs associated with the traditional method of applying a Utility Allowance Schedule. Specifically, the activity will allow the HCV department to



be more cost effective by reducing staff time spent on calculating multiple utility schedules for 6 different structure types plus various utility types such as gas, electric or propane.

Note that this activity applies only to HCV participants that are not part of FY2015-1 MDRC/HUD Rent Study. If a household is selected to participate in the control or treatment group of the Rent Study, they will be subject only to FY2015-1, and not this activity FY2015-4.

The simplified utility allowance schedule is also anticipated to benefit property owners, who will have a more accurate understanding of the total gross rent to be applied to their properties, and to benefit participants, who will be able to use this new schedule to clarify gross rent in their selection of housing units.

The new utility allowance schedule is implemented at the time of recertification, interim or change of unit. The schedule will be applied to the lesser of these two options:

- the actual size of the unit, or
- the size of the voucher.

SAHA will continue to use current market consumption data to determine when adjustments to the simplified schedule are needed (upon change of more than 10% in rates).

### Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. Modified operations have resulted in fewer rent calculations this fiscal year. This activity is on track. The tables below compare the baselines and benchmarks for each metric. All outcomes have met the benchmarks and no explanation is therefore necessary.

Hardships: There have been no hardship requests associated with this activity this fiscal year. The Agency has an automatic hardship for households transitioning from the traditional calculation to the rent reform calculation. Clients are not required to request the hardship; rather, it is automatically applied if the impact of the rent reform calculation results in a financial impact of \$26 or more. Because the Agency received approval to apply this policy to VASH and Mainstream vouchers, the Agency is transitioning these households and is applying the hardship as applicable.

#### HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark



	Average Staff Salary * 1 hours * # of households processed	Average Staff Salary * .25 hours * # of households processed	Average Staff Salary * .25 hours * # of households processed	Benchmark met
	\$25.58 * 1 * 4,256 = \$108,868	\$25.58 * .25 * 4,256 = \$27,217	\$25.58 * .25 * 4,256 = \$27,217	
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark
	1 hour * # Households on Rent Simplification	.25 hours * # Households on Rent Simplification	.25 hours * # Households on Rent Simplification	Benchmark met
	4,256	1,064	1,064	
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	11%	5%	2%	Benchmark met
CE #5: Increase in Agency Rental Revenue (HCV)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Rental revenue in dollars (increase). (Defined as Average Tenant Rent to Owner)	\$254.24	\$254.24	\$269.15	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
SS #1: Increase in Household Income(HCV)				



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$4,168	\$4,168	\$4,825	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
SS #3: Increase in Positive Outcomes in Employment Status (HCV)				
Report the Baseline, Benchmark and Outcome data for each type of employment status for those head(s) of households affected by the self-sufficiency activity.				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
(6) Other (Heads with any Earned Income)	Number of total households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected number of total households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Actual number of total households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	1,102	1,102	1,321	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change



				expected) has been set.
(6) Other (Heads with any Earned Income)	Percentage of total households in (6) Other (defined as head(s) of households with earned income) prior to implementation of activity (percent). This number may be zero.	Expected percentage of total households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Actual percentage of total households in (6) Other (defined as head(s) of households with earned income) after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
	29%	29%	31%	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) (HCV)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	47	47	48	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
SS #8: Households Transitioned to Self Sufficiency (HCV)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?



<p>Number of households transitioned to self-sufficiency (increase). The PHA may create one or more definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.</p>	<p>Households transitioned to self-sufficiency (Number of households paying full contract rent (no subsidy) for at least 6 months) prior to implementation of the activity (number). This number may be zero.</p>	<p>Expected households transitioned to self-sufficiency (Number of households paying full contract rent (no subsidy) for at least 6 months) after implementation of the activity (number).</p>	<p>Actual households transitioned to self-sufficiency (Number of households paying full contract rent (no subsidy) for at least 6 months) after implementation of the activity (number).</p>	<p>Whether the outcome meets or exceeds the benchmark.</p>
	<p>0</p>	<p>0</p>	<p>20</p>	<p>Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.</p>

**iii. Actual Non-Significant Changes:** None. The utility allowance schedule was not updated during FY2020.

**iv. Actual Changes to Metrics/Data Collection:** Baseline and Benchmark calculations are updated every year with the current fiscal year average salary and benefits.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None.





## **FY2015-1 – MDRC / HUD Rent Reform Study**

**MTW Statutory Objective(s):** Increase housing choices, reduce cost and increase cost effectiveness, and promote self-sufficiency.

**i. Plan Year Approved, Implemented, Amended:** This activity was approved in the FY2015 plan and implemented in March 2015. Participants were selecting starting in March 2015 for June 2015 recertifications. The study was originally scheduled to end in 2018, but has since been extended until FY2021 to ensure researchers are able to gather information from two triennial recertification periods.

**ii. Description/Impact/Update/Rent Reform Hardships:** San Antonio Housing Authority (SAHA) has been selected to participate in a study commissioned by the U.S. Department of Housing and Urban Development (HUD) to evaluate a Housing Choice Voucher (HCV) alternative rent reform policy (the “Study”). MDRC, a nonprofit and nonpartisan education and social policy research organization, is conducting the Study on behalf of HUD. The Study sets forth alternative rent calculation and recertification strategies that will be implemented at several public housing authorities across the country in order to fully test the policies nationally.

The goals of this alternative rent policy are to:

- Create a stronger financial incentive for tenants to work and advance toward self-sufficiency
- Simplify the administration of the HCV Program
- Reduce housing agency administrative burden and costs
- Improve accuracy and compliance of program administration
- Remain cost neutral or generate savings in HAP expenditures relative to expenditures under traditional rules
- Improve transparency of the program requirements

The Study Selection and Target Population Include:

- Participants were randomly selected for the Study from the pool of eligible vouchers. The Study Group vouchers using the MTW alternative policies described below. The Control Group vouchers are managed using the existing policies.
- Eligible participants in both the Study and Control Groups will include only those with vouchers that are administered under the Moving To Work (MTW) Program and not currently utilizing a biennial certification. Non-MTW Vouchers (i.e., Veterans Affairs Supportive Housing, Moderate Rehabilitation, and Shelter Plus Care), Enhanced Vouchers, and HUD Project Based Vouchers are excluded from the Study.
- Additionally, the Study is focused on work-able populations and will not include elderly households; disabled households, and households headed by people older than 56 years of age (who will become seniors during the course of the long-term study). Households currently participating in Family Self-sufficiency (FSS) and Homeownership programs will not be included in the Study. Households that contain a mix of members



with an immigration status that is eligible for housing assistance and immigration status that is non-eligible for housing assistance would not be included in the Study.

The key Rent Reform Components applied to the study group include the following six key features:

1. Simplify income determination and rent calculation of the household's Total Tenant Payment (TTP) and subsidy amount by:
  - a. Eliminating deductions and allowances,
  - b. Changing the percent of income from 30% of adjusted income to a maximum of 28% of gross income,
  - c. Ignoring income from assets when the asset value is less than \$25,000,
  - d. Using retrospective gross income, i.e., 12-month "look-back" period and, in some cases, current/anticipated income in estimating a household's TTP and subsidy, and
  - e. Capping the maximum initial rent burden at 40% of current gross monthly income.
2. Conduct triennial income recertification rather than annual recertification with provisions for interim recertification and hardship remedies, if income decreases.
3. Streamline interim certifications to eliminate income review for most household composition changes and moves to new units.
4. Require the TTP is the greater of 28% gross monthly income (see #1 above) or the minimum rent of \$100. A portion of the TTP will be paid directly to the landlord.
5. Simplify the policy for determining utility allowances.
6. Additionally, the Study will offer appropriate hardship protections to prevent any Study Group member from being unduly impacted as discussed in Section 2i below.

## Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. Modified operations have not directly impacted this activity. This activity is on track. The tables below compare the baselines and benchmarks for each metric.

Hardships: There were a total of 49 hardships received during the fiscal year. At fiscal year-end, 31 had been approved, 18 denied, and 0 were still under review. Most of the hardship requests (46) were the result of an income decrease or loss of income.

### HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars.	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.



Cost per Annual Certification	\$16,539 <ul style="list-style-type: none"> <li>Baseline Time: 0.83 hours per cert</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Annuals Completed: 779 enrolled in study group</li> </ul>	\$0 <ul style="list-style-type: none"> <li>Benchmark Time: 0.39 hours per cert</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Annuals Completed</li> </ul>	\$0 (0 Study Group Annual) <ul style="list-style-type: none"> <li>Benchmark Time: 0.39 hours per cert</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Annuals Completed</li> </ul>	Benchmark met
Cost per Interim Certification	\$4,521 <ul style="list-style-type: none"> <li>Baseline Time: 0.42 hours per interim</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Interims Completed: 779 enrolled in study group</li> </ul>	\$2,041 <ul style="list-style-type: none"> <li>Baseline Time: 0.19 hours per interim</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Interims Completed</li> </ul>	FY2020: \$1,346 (277 Interims) <ul style="list-style-type: none"> <li>Benchmark Time: 0.19 hours per interim</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Interims Completed</li> </ul>	Benchmark met
Cost of Rent Calculation	\$10,121 <ul style="list-style-type: none"> <li>Baseline Time: 0.33 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed: 779 enrolled in study group</li> </ul>	\$1,397 <ul style="list-style-type: none"> <li>Baseline Time: 0.13 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed</li> </ul>	\$921 (277 calculations) <ul style="list-style-type: none"> <li>Baseline Time: 0.13 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed</li> </ul>	Benchmark met
Cost to Determine Income from Assets	FY2020: \$25 <ul style="list-style-type: none"> <li>Baseline Time to determine Income from Assets: 1.27 hours</li> <li>Times average staff wage: \$21.95</li> <li>Times number of Calculations Completed: Of the 779 enrolled in study group .38% will need asset calculations per traditional policy</li> </ul>	FY2020: \$3 <ul style="list-style-type: none"> <li>Benchmark Time to determine Income from Assets: 0.17 hours</li> <li>Times average staff wage: \$21.95</li> <li>Times number of Calculations Completed: Of the study group, the number with assets above \$25,000</li> </ul>	FY2020: \$8 (1 determination) <ul style="list-style-type: none"> <li>Benchmark Time to determine Income from Assets: 0.17 hours</li> <li>Times average staff wage: \$21.95</li> <li>Times number of Calculations Completed: Of the study group, the number with assets above \$25,000</li> </ul>	Benchmark met
Cost to Determine utility allowance	\$10,121 <ul style="list-style-type: none"> <li>Baseline Time: 0.33 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed: 779 enrolled in study group</li> </ul>	\$3,545 <ul style="list-style-type: none"> <li>Baseline Time: 0.33 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed</li> </ul>	\$2,338 <ul style="list-style-type: none"> <li>Baseline Time: 0.33 hours per calculation</li> <li>Times average staff wage for current FY: \$25.58 FY18</li> <li>Times number of Calculations Completed</li> </ul>	Benchmark met
CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?



Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Time to Complete Annual Certification	FY2020: 647 <ul style="list-style-type: none"> <li>Baseline Time.0.83 hours per cert</li> <li>Times number of Annals Completed: 779 enrolled in study group</li> </ul>	FY2020: 0 <ul style="list-style-type: none"> <li>Benchmark Time.0.39 hours per cert</li> <li>Times number of Annals Completed for study group</li> </ul>	FY2020: 0 (0 annals) <ul style="list-style-type: none"> <li>Benchmark Time.0.39 hours per cert</li> <li>Times number of Annals Completed for study group</li> </ul>	Benchmark met
Time To Determine Tenant Rent	FY2020: 396 <ul style="list-style-type: none"> <li>Time to Determine Tenant Rent: 0.33 hours</li> <li>times the number of rent determinations completed for study group</li> </ul>	FY2020: 55 <ul style="list-style-type: none"> <li>Time to Determine Tenant Rent: 0.13 hours</li> <li>times the number of rent determinations completed for study group</li> </ul>	FY2020: 36 <ul style="list-style-type: none"> <li>Time to Determine Tenant Rent: 0.13 hours</li> <li>times the number of rent determinations completed for study group</li> </ul>	Benchmark met
Time to Determine Utility Allowance	FY2020: 396 <ul style="list-style-type: none"> <li>Time to Determine Utility Allowance: 0.17 hours</li> <li>times the number of UA determinations completed for study group</li> </ul>	FY2020: 139 <ul style="list-style-type: none"> <li>Time to Determine Utility Allowance: 0.097 hours</li> <li>times the number of UA determinations completed for study group</li> </ul>	FY2020: 91 <ul style="list-style-type: none"> <li>Time to Determine Utility Allowance: 0.097 hours</li> <li>times the number of UA determinations completed for study group</li> </ul>	Benchmark met
Time to Determine Income from Assets	FY2020: 1 <ul style="list-style-type: none"> <li>Time to Determine Income from Assets: 0.33 hours</li> <li>times the number of study participants: 1,000</li> <li>times the estimated proportion of affected participants: 0.0038 (0.38%)</li> </ul>	FY2020: .13 <ul style="list-style-type: none"> <li>Time to Determine Income from Assets: 0.33 hours</li> <li>times the number of study participants: 1,000</li> <li>times the estimated proportion of affected participants: 0.0005 (0.05%)</li> </ul>	FY2020: .33 <ul style="list-style-type: none"> <li>Time to Determine Income from Assets: 0.33 hours</li> <li>times the number of study participants: 1,000</li> <li>times the estimated proportion of affected participants</li> </ul>	Benchmark met
CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average error rate in completing a	Average error rate of task prior to implementation of the activity (percentage)	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or



task as a percentage (decrease).				exceeds the benchmark.
Average Error Rate in Determining TTP	18%	15%	0%	Benchmark met
Average Error Rate in Determining Utility Allowance	2%	2%	0%	Benchmark met
<b>SS #1: Increase in Household Income</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average Earned Income of Study Group	\$7,704.87	\$7,704.87	\$10,615	Benchmark met
<b>SS #3: Increase in Positive Outcomes in Employment Status</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in the categories identified below prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in the categories identified below after implementation of the activity (number).	Actual head(s) of households in the categories identified below after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in the categories identified below prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Actual percentage of total work-able households in the categories identified below after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.



Study Group Employment Status for (1) Employed Full- Time: (2) Employed Part- Time: (3) Enrolled in an Educational Program: (4) Enrolled in Job Training Program: (5) Unemployed: (6) Other:with any wages	(1) Employed FT: 211 or 26% (2) Employed PT: 160 or 20% (3) Enrolled in an Educational Program: NA (4) Enrolled in Job Training Program: NA (5) Unemployed: 241 or 30% (6) Other: 558 or 70%	(1) Employed FT: 211 or 26% (2) Employed PT: 160 or 20% (3) Enrolled in an Educational Program: NA (4) Enrolled in Job Training Program: NA (5) Unemployed: 241 or 30% (6) Other: 558 or 70% (7)	(1)Employed FT: 216 or 36% (2)Employed PT: 121 or 20% (3) Enrolled in an Educational Program: NA (4) Enrolled in Job Training Program: NA (5) Unemployed: 150 or 25% (6) Other: 457 or 75%	Benchmark met
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**SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number).	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Study Group Households Receiving TANF Benefits	17	17	3	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**SS #5: Households Assisted by Services that Increase Self-sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after	Actual number of households receiving self-sufficiency	Whether the outcome meets or exceeds the benchmark.



self-sufficiency (increase).		implementation of the activity (number).	services after implementation of the activity (number).	
Study Group Households Receiving Self-sufficiency Services	15	15	2	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average HCV Subsidy for Study Group	\$637.59	\$637.59	\$709.84	Benchmark not met
<b>SS #7: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total HCV Tenant Share for Study Group	\$234.08	\$234.08	\$279.36	Benchmark met
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self-sufficiency (increase). The PHA may create one or more	Households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the	Expected households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6 months) after	Actual households transitioned to self-sufficiency (Number of households paying a flat rent for at least 6	Whether the outcome meets or exceeds the benchmark.



definitions for "self-sufficiency" to use for this metric. Each time the PHA uses this metric, the "Outcome" number should also be provided in Section (II) Operating Information in the space provided.	activity (number). This number may be zero.	implementation of the activity (number).	months) after implementation of the activity (number).	
	0	0	4	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	0	0	0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** While SAHA has experienced some expected administrative challenges related to the implementation of this rent reform study, the Housing Choice Voucher program continues to work closely with HUD and MDRC to develop and implement policies, procedures, and training. As part of the Agency's agreement to extend participation in the study, MDRC and SAHA have agreed to allow policy modifications to the continued implementation of new rent rules to alleviate some of the Agency's administrative burden. Participation is expected to last until December 2022.





## **FY2015-2 – Elderly Admissions Preference at Select Public Housing Sites**

**MTW Statutory Objective(s):** Increase Housing Choices

**i. Plan Year Approved, Implemented, Amended:** This activity was approved and implemented in FY2015.

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity establishes a 4-to-1 elderly admissions preference at specific communities in order to increase housing choices for elderly households. The goal of the activity is to address continuing concerns of elderly residents at specific communities regarding lifestyle conflicts between elderly and non-elderly residents. Property Management's ability to address these conflicts is reduced significantly when the ratio of non-elderly to elderly residents rises above a certain proportion. The 4-to-1 admissions preference is proposed in order to create and maintain an optimal mix of elderly and non-elderly residents in each community.

The idea of an optimal mix is based on research of the reaction to a 1995 Massachusetts law that attempted to limit the percentage of non-elderly disabled tenants living in state-funded elderly housing. In 2002, the Massachusetts Office of Legislative Research provided an update on the success of the 1995 law, which had established optimal proportions of 86.5% elderly and 13.5% non-elderly residents. Housing officials reported that the law had been largely successful in:

- reducing the number of problems that arise from these mixed populations sharing the same housing;
- slowing what had been a sharply increasing rate of non-elderly disabled households moving in; and
- reducing the relatively high percentage of non-elderly disabled tenants in certain projects.

Housing advocates, however, suggested that the optimal proportion should be 80% elderly and 20% non-elderly residents. This MTW activity, FY2015-2, adopts that suggested 80/20 ratio ("4-to-1") both for its admissions preference as well as for its ultimate unit mix.

In practical terms, this activity allows the admission of four elderly applicants from the waiting list before admitting a non-elderly applicant, until such time as an optimal mix of elderly and non-elderly disabled residents is reached for the community. No residents will be required to relocate in order to meet these targets. The agency is not establishing a date by which to achieve the 80/20 target, and will rely solely on the normal resident turnover process to gradually transition the population balance.

The first communities at which this policy has applied are Fair Avenue (216 units) and WC White (75 units).

### **Plan Year Update**



Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, the agency temporarily suspended waitlist draws due to the suspension of eligibility appointments and move-ins. Currently, this suspension does not appear to be having a major impact on this activity.

The tables below compare the baselines and benchmarks for each metric. While the benchmarks have not been met, the Agency has been able to improve the ratio and is seeing fewer resident conflicts at these properties. The benchmarks were originally based on turnover assumptions and the reality of turnover at these properties has resulted in it taking longer to achieve the 80/20 mix.

#### HUD Standard Metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). Units occupied by elderly family	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Total number of housing units made available for elderly households at or below 80% AMI as a result of the activity (increase).	208 units occupied by elderly family	306 units occupied by elderly family	296 units occupied by elderly family/ 88 additional units occupied by elderly family (296 minus 208)	Benchmark not met.
At Fair Avenue, number of housing units made available for elderly households at or below 80% AMI as a result of the activity (increase).	110 units occupied by elderly family	170 units occupied by elderly family	159 units occupied by elderly family/ 49 additional units occupied by elderly family (159 minus 110)	Benchmark not met.
At WC White, number of housing units made available for elderly households at or below 80% AMI as a result of the activity (increase).	38 units occupied by elderly family	60 units occupied by elderly family	58 units occupied by elderly family/ 20 additional units occupied by elderly family (58 minus 38)	Benchmark not met.
At Lewis Chatham, number of housing units made available for elderly households at or below 80% AMI as a result of the activity (increase).	60 units occupied by elderly family	76 units occupied by elderly family	79 units occupied by elderly family/ 19 additional units occupied by elderly family (79 minus 60)	Benchmark not met.

#### SAHA Metrics



Elderly Household Percentage				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of units occupied by elderly households	Percentage of units occupied by elderly households prior to implementation of the activity	Expected percentage of units occupied by elderly households after implementation of the activity	Actual percentage of units occupied by elderly households after implementation of the activity	Whether the outcome meets or exceeds the benchmark.
Total	51%	80%	76%	Benchmark not met.
Fair Avenue	51%	80%	79%	Benchmark not met.
WC White	51%	80%	78%	Benchmark not met.
Lewis Chatham	51%	80%	71%	Benchmark not met.

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None.



## **FY2015-3 – Modified Project Based Vouchers**

**MTW Statutory Objective(s):** Reduce cost and increase cost effectiveness and increase housing choices

**i. Plan Year Approved, Implemented, Amended:** This activity was approved and implemented in FY2015.

**ii. Description/Impact/Update/Rent Reform Hardships:** First, this activity allows SAHA to commit vouchers to developments in SAHA's new and existing properties. The vouchers increase the number of units that are affordable to households based on their actual ability to pay. For example, a tax credit rent affordable to a 30% AMI household will be affordable to a 4-person household earning \$17,640 or more. However, many households earn much less than that, and a 4-person household earning \$10,000 (typical for SAHA-assisted households) is not able to afford a tax credit rent affordable to a 30% AMI household. SAHA may commit vouchers to San Juan Homes III, East Meadows (formerly Wheatley Courts), Victoria Commons, or any other SAHA-owned or SAHA-controlled development. This activity applies only to commitment of vouchers to SAHA-owned or controlled units. Any commitment of vouchers to privately-owned developments will be made through a competitive process outside the scope of this activity.

Secondly, this activity also increases cost effectiveness by removing the automatic provision of a tenant-based voucher to a household who wishes to relocate from a unit associated with a local project based set aside voucher. This stabilizes overall occupancy at the communities where vouchers are committed.

### **Plan Year Update**

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. Modified operations have not directly impacted this activity; however, changes in operations may have introduced some delays in leasing of MPBVs. In addition, as a result of financing delays fifty (50) PBVs committed to a new construction development are now anticipated to come online in FY2023/2024.

In general, this activity is on track. The tables below compare the baselines and benchmarks for each metric. Below is an update on the allocation and commitment of MPBVs:

30 MPBVs at existing SAHA - Beacon properties will be dependent on occupancy needs in support of the following initiatives:

1. THRU Project: Up to ten (10) modified PBVs at SAHA properties will be committed to support a local non-profit organization, THRU Project, in their mission to help foster youth aging out of the foster care system.



- a. UPDATE: These MPBVs have been moved to FY21-1 Next Step Housing Program activity as outlined in the FY2021 MTW Plan. Leasing is anticipated to begin in FY2021. As units turnover, they are converted to project-based vouchers and leased under this program.
2. Family Homeless: Up to twenty (20) modified PBVs at SAHA properties will be committed to support the South Alamo Regional Alliance for the Homeless (SARAH). SARAH is the local Continuum of Care Lead agency charged to create an improved service system that effectively provides support, coordination, and housing to all homeless populations within San Antonio and Bexar County, with a primary focus on moving individuals and families out of homelessness efficiently and permanently.
  - a. UPDATE: These MPBVs have been committed to Rosemont at Highland Park in the Agency's Beacon portfolio. Leasing started in the fourth quarter of FY2020. As units turnover, they are converted to project-based vouchers and leased under this program.

80 MPBVs new SAHA developments:

3. Beacon Communities or Partnerships: Up to fifty (50) modified PBVs at one of SAHA's Beacon or Partnership properties. These units will support a new workforce initiative as outlined in the proposed activity, FY2020-4: Time-Limited Workforce Housing Pilot Program.
  - a. UPDATE: These MPBVs remain committed to a new downtown development, St. Johns. The new development has had some financing delays. The Agency anticipates having financing in place by the end of FY2021.
4. Beacon Communities: Up to thirty (30) modified PBVs at a new SAHA - Beacon development. These units will support a new homeless college program as outlined in the proposed activity, FY2020-2: St. Phillips College Homeless Program (SPC-HP).
  - a. UPDATE: The Agency is currently exploring the use of tenant-based vouchers to support this program. These MPBVs were not committed as of the end of FY2020.

HUD Standard Metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.  Project-Based Vouchers	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



# of additional units made affordable to households based on their actual ability to pay (at or below 80% AMI)	0	30	30	Benchmark met
Rosemont at Highland Park Woodhill				
<i>Previously added units</i>				
Gardens at San Juan Square (FY15)	0	31	31	
East Meadows (FY17)	0	8	8	
Wheatley Senior Park Senior Living (FY18)	0	36	36	
<b>CE #1: Agency Cost Savings</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	# of units * average per unit cost (PUC) * 12 months 30 * \$586.64 * 12 = \$211,190.40	\$0	\$0	Benchmark met
<b>CE #2: Staff Time Savings</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease). Wheatley Park Senior Living	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	# of recertifications after 3 years (due to triennial recertification schedule) * average staff time per recertification (in hours) 30 * 1.5 = 45 hours	0 hours	0 hours	Benchmark met

#### SAHA Metrics

Median household income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Median income of households living in local project based set-aside voucher units, by income bracket	Metrics listed by community below.			



80% AMI	80% AMI	75% AMI	NA	NA – There were no 80% AMI occupants
60% AMI	60% AMI	55% AMI	NA	NA – There were no 60% AMI occupants
50% AMI	50% AMI	45% AMI	36% AMI	Benchmark met
30% AMI	30% AMI	25% AMI	19% AMI	Benchmark met

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None.



## **FY2017-1 – Thrive in Five**

(formerly referred to as Time Limited Working Referral Program)

**MTW Statutory Objective(s):** Promote Self-Sufficiency

**i. Plan Year Approved, Implemented, Amended:** This activity was approved in December 2016 and implemented in FY2017. The activity was re-proposed to replace a previous pilot which was closed out in FY2016 (FY13-1 Limited Working Preference)

**ii. Description/Impact/Update/Rent Reform Hardships:** This activity is designed to achieve the MTW statutory objective to give incentives that promote self-sufficiency, by providing working households in need of short-term housing assistance an opportunity to quickly access public housing units.

This activity seeks to provide targeted assistance to a subset of households that 1) are working, and 2) would benefit from a period of increased housing stability to complete education/training, increase savings, or accomplish another self-sufficiency goal. These households will benefit from accelerated access to housing units, and, due to the time limit on the housing assistance, will transition out within 5 years. By focusing on households that have already started on the path to self-sufficiency, this activity should accelerate the number of households that actually transition to self-sufficiency during the period they receive housing assistance.

This activity provides time-limited public housing assistance to working households referred to SAHA by Workforce Solutions Alamo (WSA). Households referred to SAHA by WSA will receive five years of public housing assistance. If, at the end of five years, a hardship exists, two additional years of assistance are made available.

Upon starting housing assistance, participating households are required to enroll and participate in a SAHA self-sufficiency program such as Jobs-Plus or FSS.

Households will typically use the conventional public housing rent structure and recertification schedule. However, both structure and schedule will be affected by the requirements of the self-sufficiency program selected by the household. For example, those enrolled in FSS will make use of an escrow account. Those in Jobs-Plus will have the option to establish an Earned Income Disregard (EID) (MTW Activity: FY13-2 Simplified EID). For households living in Cassiano, the new Cassiano Jobs-Plus program will require an EID.

### **Plan Year Update**

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, the agency temporarily suspended waitlist draws due to the suspension of eligibility appointments and move-ins. Prior to COVID-19, this activity was off schedule due to





low enrollment; modified operations have further challenged the Agency's ability to improve enrollment.

In addition to the administrative impact, the Agency is working with its partners to evaluate the program design and whether a time limit, work requirement is tenable in the current pandemic. This activity continues to not meet benchmarks. It is ongoing and off schedule due to continued staff turnover and low enrollment in FY2020. That being said, 8 new households were enrolled in FY2020. At fiscal year end, 34 households total were enrolled in the program and none had received consistent case management since March 2020 due to staff turnover during the COVID-19 pandemic.

Hardships: There has been no hardship requests associated with this activity this fiscal year.

#### HUD Standard Metrics

SS #1: Increase in Household Income				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average income of participating households (Average earned income of households affected by this policy in dollars).	Median earned income of households rolling over from pilot program	\$4700 annual increment leading to target established by Income Report analysis of median household income at time of self-sufficiency exit (\$36,000)	Actual average earned income	Whether the outcome meets or exceeds the benchmark.
	\$12,500:	\$19,550	\$14,409	Benchmark not met
SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Other (Heads and co-heads with any Earned Income)	Number of heads of households and co-heads with earned income prior to implementation of activity.	Expected number of heads or co-heads with earned income after implementation of the activity.	Actual number of heads or co-heads with earned income after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	18	27	16	Benchmark not met
Other (Heads and co-heads with any Earned Income)	Percentage of total work-able households with heads or co-heads with earned income prior to implementation of activity.	Expected percentage of total work-able households with heads or co-heads with earned income after implementation of the activity.	Actual percentage of total work-able households with heads or co-heads with earned income after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.



	75% (18 out of 23)	100%	47% (16 out of 34)	Benchmark not met
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual number of households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	5	Benchmark not met
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of qualified households referred by partners and accepted by SAHA to participate (Number of households receiving services aimed to increase self-sufficiency )	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	23 (# of households continuing from pilot)	100 (up to 200 households will participate at a time; participation will ramp up to 200 by year 2)	27	Benchmark not met
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$283.17	\$283.17	\$345.61	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
<b>SS #7: Increase in Agency Rental Revenue</b>				



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$160.92	\$160.92	\$147.97	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

**SS #8: Households Transitioned to Self Sufficiency**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency.	Households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Actual households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	1	1	Benchmark met

**HC #3: Decrease in Wait List Time**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
	12 months	2 months	8.9 months	Benchmark not met

**SAHA Metrics**

Increase in Household Income, by cohort				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?



Average income of participating households (Average earned income of households affected by this policy in dollars).	Median earned income of households rolling over from pilot program	\$4700 annual increment leading to target established by Income Report analysis of median household income at time of self-sufficiency exit (\$36,000)	Actual average earned income	Whether the outcome meets or exceeds the benchmark.
	\$12,500	Cohort 1: \$26,600 Cohort 2: \$21,900 Cohort 3: \$17,713	Cohort 1: \$21,212 Cohort 2: \$12,056 Cohort 3: \$13,410 Cohort 4: \$10,957	Benchmark not met
Increase in Positive Outcomes in Employment Status, by cohort				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Other (Heads and co-heads with any Earned Income)	Number of heads of households and co-heads with earned income prior to implementation of activity.	Expected number of heads or co-heads with earned income after implementation of the activity.	Actual number of heads or co-heads with earned income after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	18	Cohort 1: 10 Cohort 2: 8 Cohort 3: 8 Cohort 4: 8	Cohort 1: 6 Cohort 2: 5 Cohort 3: 2 Cohort 4: 3	Benchmark not met
Other (Heads and co-heads with any Earned Income)	Percentage of total work-able households with heads or co-heads with earned income prior to implementation of activity.	Expected percentage of total work-able households with heads or co-heads with earned income after implementation of the activity.	Actual percentage of total work-able households with heads or co-heads with earned income after implementation of the activity.	Whether the outcome meets or exceeds the benchmark.
	75% (18 out of 23)	100%	Cohort 1: 60% Cohort 2: 63% Cohort 3: 25% Cohort 4: 38%	Benchmark not met
Households Assisted by Services that Increase Self Sufficiency, by cohort				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of qualified households referred by partners and accepted by SAHA to participate (Number of households receiving services aimed to increase self-sufficiency )	Households receiving self-sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self-sufficiency services after implementation of the activity (number).	Actual number of households receiving self-sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	23 (# of households continuing from pilot)	Cohort 1: 23 Cohort 2: 100 Cohort 3: 50 Cohort 4: 50	Cohort 1: 10 Cohort 2: 8 Cohort 3: 8 Cohort 4: 8	Benchmark not met



Households Transitioned to Self Sufficiency, by Cohort				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency .	Households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Actual households transitioned to self sufficiency (Number of households paying a flat rent for at least 6 months) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	Cohort 1: 95% at 5 years (2021) Cohort 2: 95% at 5 years (2023) Cohort 3: 95% at 5 years (2024)	Cohort 1: 1 Cohort 2: 0 Cohort 3: 0 Cohort 4: 0	Benchmark not met
Hardship rate				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rate of hardship requests. All types of hardships are counted, including but not limited to requests at the end of the five-year term.	0	Cohort 1: 5% Cohort 2: 5% Cohort 3: 5% Cohort 4: 5%	Cohort 1: 0 Cohort 2: 0 Cohort 3: 0 Cohort 4: 0	Benchmark met

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** This activity has faced a number of challenges both prior to and since the COVID-19 pandemic. As a result, the Agency is working with its partners to evaluate the program design and whether a time limit, work requirement is tenable in current conditions.



## **FY2017-2 – Restorative Housing Pilot Program**

**MTW Statutory Objective(s):** Promote self-sufficiency

**i. Plan Year Approved, Implemented, Amended:** This activity was approved in December 2016 and implemented in May 2017.

### **ii. Description/Impact/Update/Rent Reform Hardships**

This activity is designed to achieve the MTW statutory objective to give incentives that promote self-sufficiency, through resident services initiatives that provide eligible probationers and their families a public housing preference. This activity identifies a population of underserved residents – probationers – who currently face challenges securing stable housing. By providing a public housing preference, these households can more quickly establish a solid foundation from which to undertake subsequent reintegration and self-sufficiency goals

This activity is a two-year pilot program that will allow for up to 50 adult probationers who are reporting as part of the “Resurgence Collaborative” reentry initiative to have preference for housing on SAHA public housing properties. Probationers will be selected for application into the pilot by the Bexar County Community Supervision and Corrections Department (CSCD). Probationers in the pilot will receive dual case management support from the SAHA FSS Program and their Community Supervision Officer (CSO). The two-year term of the pilot program does not restrict how long residents will be able to continue to receive housing assistance.

The total number of households to be served under this activity is currently capped at 50. Over 20,000 households are currently on the public housing waitlist. Providing probationers and their households with housing assistance will have a very limited impact on other households currently on the waitlist.

Households will typically use the conventional public housing rent structure and biennial recertification schedule (per MTW Activity FY2014-4). However, both structure and schedule will be affected by the requirements of the self-sufficiency program selected by the household. For example, those enrolled in FSS will make use of an escrow account. Those in Jobs-Plus will have the option to establish an Earned Income Disregard (EID). For households living in Cassiano, the new Cassiano Jobs-Plus program will require an EID.

#### **1. Target Population**

Bexar County CSCD will select eligible probationers for the pilot based on the Texas Risk Assessment System (TRAS) in order to identify probationers with high housing “needs” and a relatively low risk of reoffending. Probationers identified with a high housing need and low risk will be screened by their CSO for SAHA’s income requirements and disability status to determine their eligibility for SAHA assistance. If the probationer meets SAHA’s income requirements they will be offered to apply for the Pilot via the Referral Form. The probationer’s total criminal history will be taken into account for these risk assessments.



## 2. Criminal History Review

Probationers will be selected for application to the pilot by the Bexar County Community Supervision and Corrections. Only Bexar County adult probationers currently serving a probation sentence for an allowable offense (Class B misdemeanor, nonviolent Class A misdemeanor, lowest-level controlled substance possession offense, or a first-time burglary offense) will be eligible for the pilot program. Probationers concurrently serving three or more separate probation sentences for allowable offenses or a single probation term for three or more allowable offenses will be ineligible for the Pilot. An exemption to current SAHA Screening and Eviction Guidelines will be required to allow some participants in the Pilot population to avoid automatic denial.

Probationers with a criminal history that includes narcotics distribution, violent felonies, or multiple burglary offenses at any time will be ineligible. Probationers with any allowable offenses within the past five years for which they are not currently serving a probation sentence for will also be ineligible unless the probationer successfully completed a probation sentence(s) for the offense(s) in question. Federal bans on sex offenders and persons convicted of drug manufacturing on federal property remain. In addition, people previously evicted from federally-assisted housing or who have committed crimes on SAHA property in the past will be ineligible for the Pilot.

## 3. Dual Case Management

Probationers selected for the pilot will be dual-case managed by a SAHA FSS Case Worker and their CSO. FSS will attempt to use only one or two case managers for the Pilot population as will the Bexar County CSCD. Selected probationers must be willing to engage in FSS case management for up to 5 years and if they unilaterally terminate case management they may be evicted. Selected probationers in the Pilot will receive a FSS case manager upon entering public housing, and the FSS case manager's role will be to supervise and motivate clients in conjunction with the CSO. Bexar County CSOs will have the final say on what court-ordered services must be completed and in what order, though the FSS case manager and CSO should coordinate and jointly agree on non-court ordered services and supervision. Selected probationers will be required to report to a CSO at the Barbara Jordan Center location in order to utilize services at the Resurgence Collaborative.

The SAHA FSS Case Manager would work to be present and present materials at SAHA-based hearings related to a Pilot participant; the Bexar County CSO would handle criminal and court-related matters pertaining to offenses probationers in the Pilot may commit. Both case managers should coordinate efforts and meet on at least a monthly basis to review problem cases and problem-solve.

The FSS Case Managers will also coordinate with property managers to address problems as needed. Scheduled meetings with clients do not have to be attended by both managers but



efforts and communication should be coordinated so as not to confuse or mislead clients. SAHA will track the results of this Pilot with Bexar County CSCD through the FSS program.

#### 4. Pilot Requirements

The probationers must also stay in good standing with their probation requirements (including substance monitoring and home inspections). Probationers rearrested for violations of their current probation or new criminal offenses may be swiftly evicted from public housing and removed from the lease if determined by their CSO and SAHA. Family members would not be subjected to eviction if another adult in the household is capable of taking over the lease, unless otherwise determined by SAHA and the Bexar County CSCD.

Pilot Probationers who must go to residential drug treatment will not forfeit their public housing unit provided they have other immediate family members already living in the unit and capable of maintaining the lease. Probationers exiting residential drug treatment would still be able to apply to the pilot, if all other eligibility requirements being met. An MOU will be created for the Pilot to share information between SAHA and the Bexar County CSCD. In addition to the MOU the participating probationers will be required to sign a release of information form in order for the CSCD to share any of case specific information (i.e. drug tests) with the SAHA case manager.

Probationers who are evicted due to an arrest or violation will be ineligible to apply for the Pilot in the future. Evicted probationers' spots in the Pilot will be recycled into the population cap for each pilot program. The same will apply for those probationers who leave public housing either voluntarily or through increased self-sufficiency. Individuals who finish their probation requirements may still be required to meet with a FSS case manager, and their spot will be recycled into the Pilot population cap.

Probationers will be required to obtain services at the "Resurgence Collaborative" at the Barbara Jordan Center determined by their FSS case manager and CSO. Services not provided at the Resurgence Collaborative may be completed through FSS/Probation's existing network of services providers. In addition, the FSS case manager will work to engage family members in services offered at the Resurgence Collaborative to build self-sufficiency in the entire family.

#### 5. Pilot Logistics

Up to 50 probationers reporting as part of the "Resurgence Collaborative" reentry initiative and their immediate families will be allowed prioritized access to public housing at SAHA properties over a two-year period. The population cap of 50 will include both probationers coming into new public housing units with their families and probationers who are being allowed to move in with immediate family members that are already living in public housing properties.

Probationers selected for the Pilot will be given a signed referral from their CSO to present to SAHA staff at the Unified Application Center. The Referral Form will be created specifically for this Pilot and will be based on similar referrals for other SAHA special populations/projects. If probationers apply to the Pilot and their term of probation expires before a spot in the Pilot





becomes open, their Referral will expire and they will have to reapply to obtain SAHA housing assistance. Probationers who commit a crime after being accepted into the Pilot but before moving into their unit will be removed from the Pilot.

## 6. Outcomes

According to 2012 Byrne CJI Grant Implementation Plan Data collected by Trinity University, the Choice Neighborhood footprint (location of the Resurgence Collaborative), and offenders in the footprint have higher rates of recidivism (re-arrests) and a higher arrest rate. The number of people per ZIP code on probation in the footprint is twice that compared to other ZIP codes in Bexar County. Additionally 52% of probationers who live in these ZIP codes had their probation revoked instead of completed, compared to 41% for Bexar County as a whole. Focus groups conducted by Trinity University with probationers also found that transportation is one of the most significant barriers for probationers. Together this baseline data illustrates that the Choice Neighborhood has a higher percentage of probationers, these probationers struggle with basic needs such as transportation, and these probationers have their probation revoked or re-offend at a greater rate than Bexar County as a whole.

The program is anticipated to reduce recidivism among probationers. The prioritized access to housing in the Pilot will also allow SAHA to determine the effect of immediate housing on probationers in regards to such measures.

## Plan Year Update

This pilot was originally scheduled to run for two years. Due to low enrollment, the Agency extended the pilot to allow time to address low enrollment. As of the end of FY2020, no new probationers were enrolled. As a result, the Agency plans to close out this activity in FY2021. Close out reporting to HUD is planned for the FY2021 Report. The Agency is currently working with partners on the close out process. The Agency is not reporting any metrics due to low enrollment.

### HUD Standard Metrics

CE #4: Increase in Resources Leveraged				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$0.00	\$6475	Not Available	Not Available
SS #1: Increase in Household Income				



Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average earned income of households affected by this policy in dollars (increase)	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Actual average earned income of households affected by this policy prior to implementation (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available

**SS #3: Increase in Positive Outcomes in Employment Status**

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category:	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of households in <<category name>> after implementation of the activity (number).	Actual head(s) of households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(2) Employed Part- Time	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(3) Enrolled in an Educational Program	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(4) Enrolled in Job Training Program	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(5) Unemployed	Baseline will be established as	5% decrease	Not Available	Not Available



	clients are admitted into the program			
Report the following information separately for each category:	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
(1) Employed Full- Time	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(2) Employed Part- Time	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(3) Enrolled in an Educational Program	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(4) Enrolled in Job Training Program	Baseline will be established as clients are admitted into the program	5% increase	Not Available	Not Available
(5) Unemployed	Baseline will be established as clients are admitted into the program	5% decrease	Not Available	Not Available
<b>SS #4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving TANF assistance (decrease).	Households receiving TANF prior to implementation of the activity (number)	Expected number of households receiving TANF after implementation of the activity (number).	Actual households receiving TANF after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0	Not Available	Not Available
<b>SS #5: Households Assisted by Services that Increase Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?



Number of households assisted by services	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	50	Not Available	Not Available
<b>SS #6: Reducing Per Unit Subsidy Costs for Participating Households</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$283.17	\$283.17	Not Available	Not Available
<b>SS #7: Increase in Agency Rental Revenue</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
PHA rental revenue in dollars (increase).	PHA rental revenue prior to implementation of the activity (in dollars).	Expected PHA rental revenue after implementation of the activity (in dollars).	Actual PHA rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$160.92	\$160.92	Not Available	Not Available
<b>SS #8: Households Transitioned to Self Sufficiency</b>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency.	Households transitioned to self sufficiency prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency after implementation of the activity (number).	Actual households transitioned to self sufficiency after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	0	0 (no transitions expected in first	Not Available	Not Available



		year of 2-year pilot program)		
HC #3: Decrease in Wait List Time				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average applicant time on wait list in months (decrease).	Average applicant time on wait list prior to implementation of the activity (in months).	Expected average applicant time on wait list after implementation of the activity (in months).	Actual average applicant time on wait list after implementation of the activity (in months).	Whether the outcome meets or exceeds the benchmark.
	12 months	2 months	Not Available	Not Available

#### SAHA Metrics

Revocation Rate				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of revocations (probationers with probation revoked)	Local revocation rate	Expected revocation rate	Actual revocation rate of pilot probationers	Whether the outcome meets or exceeds the benchmark.
	52% (average from sample)	41% or less (average for target zip codes)	Not Available	Not Available

**iii. Actual Non-Significant Changes:** None.

**iv. Actual Changes to Metrics/Data Collection:** None.

**v. Actual Significant Changes:** The Agency has decided to sunset this initiative and is no longer accepting new participants. Participants currently enrolled in the Restorative Housing Pilot Program will continue to receive housing and case management services until their term expires.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** The Agency will be engaging in a reflection process during FY2021, to better understand challenges and possible solutions.



## **FY2019-1 – Local Small Area Fair Market Rent (SAFMR) Implementation**

**MTW Statutory Objective(s):** Increase Housing Choices

**i. Plan Year Approved, Implemented, Amended:** This activity was proposed in the FY2019 MTW Plan and approved in June 2018. Implementation began July 1, 2019. Because SAHA meets with clients 120 days in advance of their certification date, the transition to phase I of the new policy was effective October 1, 2018 for new admissions and moves and November 1, 2018 for recertifications. The transition to phase II of the new policy was effective January 1, 2020 for new admissions and moves and February 1, 2020 for recertifications and interim re-examinations.

### **ii. Description/Impact/Update/Rent Reform Hardships**

This activity is designed to achieve the MTW statutory objective to increase housing choices for low-income families, by creating payment standards that better reflect market conditions in different parts of San Antonio, and so making a larger number of San Antonio neighborhoods affordable for voucher households. This activity is a local implementation of HUD's Small Area Fair Market Rents (SAFMR).

Because of the potential impact (positive and negative) on a large number of voucher households, this activity phases in SAFMR over multiple fiscal years in order to control for negative and unanticipated consequences, to make use of the latest research and market data, and to maintain a constant number of households served. Below are the principles and parameters the Agency used in developing this activity:

- (1) Maintain Number of Households Served
  - No decrease in capacity to serve the same number of households
- (2) Minimize Negative Impact
  - Minimize negative impact for existing households in low-cost neighborhoods
  - No disparate impact on protected classes, including locally recognized classes (sexual orientation, gender identity, veteran status, and age)
- (3) Make the SAFMR as easy to use as possible
  - Households and landlords have limited time and resources; program design should facilitate program implementation
- (4) Leverage the Value of the Voucher
  - Maximize value of vouchers in targeted growth areas and rapidly changing neighborhoods

### **Overview of Phases**

	<b>Phase I</b>	<b>Phase II</b>
Implementation	New Admissions & Moves: Oct 1, 2018 to Dec 31, 2019	New Admissions & Moves: Jan 1, 2020 to present



	Recertifications & Interims: Nov 1, 2018 to Jan 31, 2020	Recertifications & Interims: Feb 1, 2020 to present
Geography	2 Tiers	10 Groupings
Subsidy Cap	Subsidy cap for higher cost Tier	None
Voucher Payment Standard (PS)	MAFMRs Voucher PS set outside basic range	SAFMRs Voucher PS set outside basic range
Hold Harmless Policy	Hold harmless until clients enters into a new HAP contract	
Exception Overlay	Automatic for existing clients in identified areas Targeted geography	Automatic for movers only in identified areas Targeted geography

### Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. The following has likely impacted this activity:

- Clients experiencing searching challenges: due to COVID-19 clients are reporting issues related to viewing units in person, disruptions in public transportation, and other local closures that have limited their ability to search for a unit.

This activity is ongoing. In general, this activity is performing as expected and meeting benchmarks. Below are key updates for FY2020:

- Implementation: Phase II was implemented January 1, 2020 for new admissions and movers and February 1, 2020 for recertifications and interim certifications.
- Data Integrity: Ongoing data integrity work continued in FY2020 to ensure the software and key staff were adapting to the specialized reporting required for this activity.
- Exception Overlay Relief: The Agency processed 23 rent increases under the Exception Overlay Policy with an average rent increase of \$50. There are currently 51 pending.
- Financial Impact: The Agency was successful in managing expenses related to this activity.
- Annual HUD SAFMR Review: The Agency reviewed the FY2020 published SAFMRs and determined that 75% of jurisdiction ZIP codes saw a decrease or no change in two-bedroom SAFMRs. This was surprising given other local information suggesting increases in rents across the city. As a result, the Agency determined to keep the voucher payment standards the same for FY2020.
- Annual Reflection: During FY2020, the Agency dedicated time to pause and reflect on Phase I of this activity. The efforts allowed the agency to review FY2019 data. Below are key takeaways:



- **Concentration:** HCV concentration showed a modest yet promising increase in the higher cost tier (Tier 2) (+1.4%)
- **Neighborhood characteristics:** Average neighborhood scores for mover households improved for key indicators including: School Proficiency (+1.62%), Low Poverty (+6.26%), Labor Market Engagement (+4.01%), and Environmental Health (+.91%)
- **Neighborhood Choice:** Over 85% surveyed, reported moving to a better neighborhood.
- **Move Support:** There was an increase in new and mover households utilizing their voucher in Tier 2 (+3% and +5% respectively)
- **Households Served:** MTW voucher utilization was above the MTW baseline (101.62%).

The tables below compare the baselines and benchmarks for each metric. As indicated in the tables, this activity performed as expected during the first year of Phase II.

#### HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	\$0	\$0	\$0	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

Note: The Agency does not anticipate any cost savings as a result of this activity. Staff workloads related to the application of the new payment standards is expected to remain the same.

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.





	0 hours	0 hours	0 hours	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.
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Note: The Agency does not anticipate any cost savings as a result of this activity. Staff workloads related to the application of the new payment standards is expected to remain the same.

HC #5: Increase in Resident Mobility				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Phase I (FY2019): "Better" defined as moving to Tier 2.	25% (343) of existing voucher clients move to a unit in Tier 2 (FY2017)	More than 25% (~400) of existing voucher clients move to a unit in Tier 2 (FY2019)	32% (353 movers + 348 new admissions) moved to a unit located in Tier 2	Benchmark met
Phase II (FY2020 - present): "Better" defined as moving to Groups 4-10	41% (453 movers + 356 new admissions) moved to a unit located in Groups 4-10	41% (453 movers + 356 new admissions) moved to a unit located in Groups 4-10	41% (453 movers + 356 new admissions) moved to a unit located in Groups 4-10	Benchmark met

#### SAHA Metrics

Lease-up Success Rate by Post-Move Tier				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percent of vouchers issued that were leased-up within 120 days	89%	89%	Group 1: 90% Group 2: 86% Group 3: 89% Group 4: 89% Group 5: 88% Group 6: 92% Group 7: 86%	This indicator is intended to help the Agency monitor whether anyone grouping is experiencing relatively lower



			Group 8: 100% Group 9: 96% Group 10: 63% Group 1 - EO: 85% Group 2 - EO: 90%	lease up success rates that may or maynot be related to payment standards
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Average # of days searching by Post-Move Tier				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average number days between the date the voucher is issued and the date the request for tenancy (RTA) is approved.	58 days	58 days	Group 1: 60 Group 2: 61 Group 3: 59 Group 4: 57 Group 5: 53 Group 6: 51 Group 7: 55 Group 8: 78 Group 9: 42 Group 10: 39 Group 1 - EO: 63 Group 2 - EO: 72	This indicator is intended to help the Agency monitor whether anyone grouping is experiencing relatively longer search times that may or maynot be related to payment standards

Average HAP by Tier				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Housing Assistance Payment by Tier	Group 1: \$601 Group 2: \$608 Group 3: \$614 Group 4: \$620 Group 5: \$690 Group 6: \$603 Group 7: \$707 Group 8: \$847 Group 9: \$755 Group 10: \$876 Group 1 - EO: \$609 Group 2 - EO: \$591	Group 1: \$601 Group 2: \$608 Group 3: \$614 Group 4: \$620 Group 5: \$690 Group 6: \$603 Group 7: \$707 Group 8: \$847 Group 9: \$755 Group 10: \$876 Group 1 - EO: \$609 Group 2 - EO: \$591	Group 1: \$601 Group 2: \$608 Group 3: \$614 Group 4: \$620 Group 5: \$690 Group 6: \$603 Group 7: \$707 Group 8: \$847 Group 9: \$755 Group 10: \$876 Group 1 - EO: \$609 Group 2 - EO: \$591	This indicator is a monitoring only indicator -- The Agency intends to use it to monitor HAP costs by Grouping

Households moving to a better neighborhood by Post-Move Tier				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Percentage of households <u>self-reporting</u> that they <i>consider the unit for which they submitted a request to be in a better neighborhood than their current place</i>	87%	87%	No data	Due to surveying challenges, the Agency is not able to report on this indicator



of residence on post-move surveys (increase).				
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HCV Concentration by Tier				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
HCV households living in each Tier as a percentage of total renter households	Group 1: 8% Group 2: 8% Group 3: 10% Group 4: 3% Group 5: 2% Group 6: 3% Group 7: 2% Group 8: 0% Group 9: 1% Group 10: 1% Group 1 - EO: 0% Group 2 - EO: 0%	Group 1: 8% Group 2: 8% Group 3: 10% Group 4: 3% Group 5: 2% Group 6: 3% Group 7: 2% Group 8: 0% Group 9: 1% Group 10: 1% Group 1 - EO: 0% Group 2 - EO: 0%	Group 1: 8% Group 2: 8% Group 3: 10% Group 4: 3% Group 5: 2% Group 6: 3% Group 7: 2% Group 8: 0% Group 9: 1% Group 10: 1% Group 1 - EO: 0% Group 2 - EO: 0%	This indicator is a monitoring only indicator -- The Agency intends to use it to monitor voucher concentration by Grouping to determine whether long-term shift

Increase in Resident Stability				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Existing voucher clients who moved from a lower cost tier to a higher cost tier who have stayed in place after year 1	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

### iii. Actual Non-Significant Changes: None

### iv. Actual Changes to Metrics/Data Collection

- Baselines and benchmarks were reset using the new 10 Tier system where appropriate.
- The Agency is not able to report FY2020 actuals for *Households moving to preferred neighborhoods by Post-Move Tier*. This metric relied on a survey and survey collection ended due to challenges in administering and overseeing administration of the survey during several staffing transitions. Staff are reviewing the survey to make updates to questions and collection methodology in order to adapt to electronic processes in light of COVID-19 response. Additionally, staff have identified the need for two different types of surveys, a Post-Search survey and a Post-Move Survey, in order to record the full client experience in the move process.
- The Agency is not reporting on its own metric *Increase in Resident Stability* as the Agency is waiting until Phase II has been in place for two years to allow for movers to stay in place for at least 1 year. This metric is anticipated to be reported on in the coming fiscal year report.



**v. Actual Significant Changes:** None.

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None. The Agency continues to monitor metrics and review annual HUD SAFMRs to determine whether the groupings, payment standards, and/or exception overlay should be updated.

## **FY2019-2 – Alternate Recertification Process (PH and HCV)**

**MTW Statutory Objective(s):** Increase Housing Choices

**i. Plan Year Approved, Implemented, Amended:** This activity was proposed in the FY2019 MTW Plan and approved in June 2018. Implementation began July 1, 2019. Because SAHA meets with clients 120 days in advance of their certification date, the transition of the new policy was effective in full by November 1, 2018. For AHP, implementation began July 1, 2019. For PH, the new triennial schedule was implemented effective September 1, 2018 for new admissions and November 1, 2018 for recertifications.

### **ii. Description/Impact/Update/Rent Reform Hardships**

This activity has three main components that are designed to streamline and simplify the recertification process: (1) alternate schedule, (2) alternate public housing review procedures, and (3) alternate income verification methods. It consolidates and updates three previously approved activities related to the first two elements (FY2014-4 Biennial Reexaminations, FY2014-5 Triennial Reexaminations, and FY2016-2 Biennial and Triennial Notification of Rent Type Option) and adds a new waiver for the third element.

#### **(1) Alternate Recertification Schedule (PH and HCV)**

This proposed activity establishes biennial and triennial schedules for reexaminations for the low income public housing and housing choice voucher programs. The Agency has been using alternative schedules since 2011; this new activity streamlines the schedules across both programs. The effective change will move approximately half of public housing households from biennials to triennials; the other half of public housing households will remain on the biennial schedule. The housing choice voucher program will maintain current reexamination schedules as established in FY2014 under FY2014-4/FY2014-5.

Every household will have the option of interim reexaminations if there is a change in household composition or income according to HCV and PH policy.

Beginning FY2016, SAHA created a local form with an expiration date of 39 months to replace the HUD-9886 Form with its 15 month expiration date. In the future, SAHA may create its own local forms with different expiration dates or other elements to accommodate this activity.

**Definitions:** For purposes of assigning a recertification schedule to each household, the Agency will utilize the following to apply the two schedules:



**Triennial:** A household is eligible for a triennial schedule if the household has at least one elderly or disabled household member and the household receives 100% of their income from fixed sources. SAHA defines fixed income as Social Security (SS), Supplemental Security Income (SSI), and/or pension.

**Biennial:** Households not eligible for a triennial schedule are eligible for a biennial schedule.

## **(2) Alternate PH Review Procedures (PH only)**

Typically in the low income public housing program, PHAs are required to review community service requirements and inform public housing residents of the option of paying income-based rent or a flat rent on an annual cycle. Additionally, PHAs are obligated to conduct annual updates of family composition for these public housing families who have chosen to pay flat rent regardless of HUD-allowed triennial recertifications for those families.

As residents move to biennial and triennial recertification schedules, it becomes more efficient to coordinate notification and update requirements in accordance with their new recertification schedules. Therefore, SAHA proposes to conduct review procedures related to community service requirements, flat rent notice and family composition updates for PH individuals at the time of reexamination.

## **(3) Alternate Income Verification Methods (PH and HCV)**

Currently, SAHA accepts self-certification for assets valued below \$5,000. In order to further streamline administrative processes, SAHA will accept the family's self-certification of the value of family assets and anticipated asset income for net assets totaling \$25,000 or less. Third-party verification of assets are still required for assets totaling a value more than \$25,000.

According to HUD's Verification Hierarchy, SAHA must send a form to third-party sources for verification of income if the tenant-provided documents are not acceptable or are disputed. In order to increase the rate of files completed in a timely manner, SAHA will skip the third-party verification form and instead use oral third party verification when tenant-provided documents are unacceptable.

In addition to streamlining methods of document verification, SAHA wanted to reduce the number of applicants re-submitting documents for approved extensions of voucher (if in HCV Program) and/or reasonable accommodations. SAHA has revised its policy to extend the length of time that applicant-provided documents would be valid for verification purposes. Applicant-provided documents dated within 90 calendar days from the eligibility appointment would be valid. This does not apply to permanent documents such as social security cards, birth certificates, and identification cards.

Both methods will apply to the low income public housing and housing choice voucher programs.



## Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. As a result, the Agency completed fewer recertifications this fiscal year. This activity is on track. The tables above compare the baselines and benchmarks for each metric. All outcomes have met the benchmarks and no explanation is therefore necessary.

### HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Definition: Cost of staff time	HCV: \$407,067 PH: \$201,964.50 Total: \$609,032	HCV: \$161,845 PH: \$108,806 Total: \$270,651 Expected savings: 338,381	HCV: \$114,880 PH: \$69,505 Total: \$184,385 Actual savings: \$424,647	Benchmark met

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Definitions: Total time to complete recertifications during the fiscal year.	HCV: 15,914 hours PH: 8,325 hours Total: 24,239 hours	HCV: 6,327 hours PH: 4,485 hours Total: 10,812 hours  Expected savings: 13,427 hours	HCV: 4,491 hours PH: 2,865 hours Total: 7,356 hours  Actual savings: 16,883 hours	Benchmark met

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?



Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage).	Expected average error rate of task after implementation of the activity (percentage).	Actual average error rate of task after implementation of the activity (percentage).	Whether the outcome meets or exceeds the benchmark.
	HCV: 16% PH: 45%	HCV: 16% PH: 40%	HCV: 14% PH: 26%	Benchmark met.

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Rental revenue in dollars (increase).  Definition: Total HAP + UAP Costs plus Total Rental Revenue from public housing residents	Rental revenue prior to implementation of the activity (in dollars).	Expected rental revenue after implementation of the activity (in dollars).	Actual rental revenue after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	HCV: \$2,524,901 PH: \$948,394 Total: \$3,286,608	No change expected	HCV: \$2,617,282 PH: \$981,308 Total: \$4,613,144	Activity is not designed to impact metric; metric is included for MTW standard metric reporting requirements only. Neutral benchmark (no change expected) has been set.

iii. **Actual Non-Significant Changes:** None

iv. **Actual Changes to Metrics/Data Collection:** None

v. **Actual Significant Changes:** None

vi. **Challenges in Achieving Benchmarks and Possible Strategies:** None



## **FY2020-1: Palo Alto College, College Homeless Assistance Program**

**MTW Statutory Objective(s):** Increase Housing Choices

### **i. Plan Year Approved, Implemented, Amended**

This activity was proposed in the FY2020 MTW Plan and approved in August 2019. Implementation planning with the partner began in FY2020 but was put on hold temporarily due to COVID-19. Early in FY2021, SAHA began receiving referrals from the partner agency.

### **ii. Description/Impact/Update/Rent Reform Hardships**

This proposed activity would allow the Agency to set-aside up to 20 tenant-based housing choice vouchers for households referred by Palo Alto College (PAC). Palo Alto College has developed a three prong approach to engaging in the homeless college student dialogue that includes the following:

1. Development of pre-emptive interventions designed to help students avert homelessness through financial literacy and or financial planning and become knowledgeable about the community resources available through community partners.
2. Creation of emergency housing program funded through Palo Alto Colleges Emergency Aid Program (EAP) funded in part through the Trellis Corporation for students needing short term shelter between 1-3 days either through one of our CBO partners such as The Salvation Army or through MOU agreements with local hotels funded through EAP.
3. Housing Vouchers provided to Palo Alto College Students through the SAHA MTW flexibilities when students meet the eligible criteria for the College Housing Assistance Program.

Students seeking housing vouchers through the College Housing Assistance Program must meet the following criteria.

1. Prior to completing the Palo Alto College, College Housing Assistance Program voucher application students must complete an intake screening with staff from the Palo Alto College SHARE Center located in SC 101.
2. Students must complete a Palo Alto College, College Housing Assistance Program voucher application.
3. Students must have a home school of Palo Alto College and be enrolled in at least 6 credit hours at Palo Alto College in a degree or certificate program. If students have already been awarded a degree or certificate, then they are not eligible for the program unless approved by Dean/VPSS. While preference will be given to Palo Alto College students, students enrolled at any Alamo Colleges District institution may also be considered for assistance if capacity exists.
4. Students are required to move to full-time enrollment by their third semester in the program if not at full-time enrollment at the time of application.
5. Students may not be in arrears or owe funds to any housing authority.
6. Students must have a completed FAFSA on file.
7. Must have a cumulative PAC Grade Point Average of 2.0 or higher. If no GPA exists, then prior coursework will be reviewed on a case by case basis. Should a student not meet the GPA requirement, student may request an appeal for continued participation in the program.





8. May not be considered for the program until census day enrollment has been met upon which student may submit the College Housing Assistance Program voucher application.
9. Submit a brief 3-5 sentence statement explaining the circumstances around the students housing insecurity as it relates to the definition provided.
10. Student income may not exceed 30% of the area median income.
11. Consent to FERPA Release Statement on application. Student Waiver: By submitting this emergency grant request, I acknowledge and give consent for data to be shared with the Department of Housing and Urban Development, or their representatives, as part of College Housing Assistance Program. I understand that my information will not be sold for any purpose and will not be distributed to other parties. Examples of data shared include, but are not limited to: student name and ID, enrollment status, annual income, estimated family contribution, emergency request amount, emergency request type, date of birth, demographics, dependents, parental educational attainment, re-enrollment status etc.
12. Must meet with Financial Literacy Sr. Advisor for an advising session and/or participate in a financial coaching session/workshop. Dates, Times, and Locations are available at the SHARE Center in SC 101. Coaching session will be completed after the disbursement of the grant unless student is available and able to complete the coaching earlier.
13. Students must also meet federal requirements in order to be eligible for the program and must complete the San Antonio Housing Authority application process in order to be given full consideration.
14. Students have up to one semester after graduation to secure housing at which point students are no longer eligible for the housing voucher.
15. The housing voucher will cover a portion of the rent at any SAHA or non-SAHA unit as per see FY2014-6: HCV Rent Reform.
16. Completion of the Palo Alto College Housing Assistance Program does not guarantee access to or awarding of any housing voucher unless all requirements have been met for both the institution and SAHA.

Students receiving housing assistance through this set-aside must meet SAHA eligibility criteria for income levels, background check and lawful residency. Students will follow all other voucher policies including MTW rent calculations (see FY2014-6: HCV Rent Reform), MTW mandatory orientation (see FY2014-2: Early Engagement), MTW alternative payment standard schedules (see FY2019-1: Local Small Area Fair Market Rent Implementation), and MTW alternative examinations (see FY2019-2: Alternate Recertification Process (PH and HCV)).

In addition, this proposed activity is designed to meet the requirements of 24 CFR 5.612 and Section 211 of the Department of Housing and Urban Development Appropriations Act, 2019, which establish parameters within which Section 8 assistance can be provided to individuals enrolled as students in institutes of higher education. Per those parameters, SAHA will not provide assistance to any student who meets all of the following criteria:

- is under 24 years of age;
- is not a veteran;
- is unmarried;
- does not have a dependent child;
- is not a person with disabilities, as such term is defined in section 3(b)(3)(E) of the United States Housing Act of 1937 (42 U.S.C. 1437a(b)(3)(E)) and was not receiving assistance under such section 8 as of November 30, 2005;



- is not a youth who left foster care at age 14 or older and is at risk of becoming homeless; and
- is not otherwise individually eligible, or has parents who, individually or jointly, are not eligible, to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f).

For purposes of determining the eligibility of a person to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f), any financial assistance (in excess of amounts received for tuition and any other required fees and charges) that an individual receives under the Higher Education Act of 1965 (20 U.S.C. 1001 et seq.), from private sources, or an institution of higher education (as defined under the Higher Education Act of 1965 (20 U.S.C. 1002)), shall be considered income to that individual, except for a person over the age of 23 with dependent children.

If a student is determined to be independent from his/her parents, then the income of the student's parents will not be considered in determining the student's eligibility. One way for a student to be determined to be independent is to meet HUD's definition of independent child, which requires the individual to be verified during the school year in which the application is submitted as either an unaccompanied youth who is a homeless child or youth, or as unaccompanied, at risk of homelessness, and self-supporting by:

- 1) a local educational agency homeless liaison
- 2) the director of a program funded under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act or a designee of the director; or
- 3) a financial aid administrator.

Rental leases executed under this program will follow standards as regulated by Section 8(o)(7) of the housing act and 24 CFR 982.308-982.310. While the Agency does not require standard HCV leases, the Agency does ensure leases include language per HUD regulations. The Agency [and its education partner] will work with the landlord to determine if the leases should have a one year or alternative term length to accommodate the school semester time frame. In addition, if SAHA terminates the HAP contract due to program violations the lease will automatically terminate. Upon completion of the program, clients will not be eligible for a traditional Housing Choice voucher. However, SAHA will continue to assess if there is a need for continued assistance and will consider a preference for the HCV wait list.

### **Plan Year Update**

As proposed in the FY2021 MTW Plan, the Agency anticipates updating this activity to allow for additional partnerships. The Agency is currently working with a local community college to implement an additional College Homeless Assistance Program at additional campuses. The program will be consistent with the framework originally set out in this activity operating within the current waivers approved in FY2020.

During FY2020, the Agency worked closely with its partner to execute partnership agreements and other implementation materials. The current pandemic has caused some delays in this work as both the Agency and partners were responding to immediate needs. As of the end of the



plan year, the Agency was anticipating receiving the first referrals and will report metrics starting in FY2021 MTW Report.

#### HUD Standard Metrics

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of homeless college students receiving housing assistance and partner-provided services	0	20	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of homeless college students receiving	0	20	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report



housing assistance and partner-provided services				
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SS#3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of work-able households in <<category name>> after implementation of the activity (number).	Actual head(s) of work-able households in <<category name>> after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Actual percentage of total work-able households in <<category name>> after implementation of the activity (percent).	Whether the outcome meets or exceeds the benchmark.
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	To be determined for each student during enrollment	To be determined for each student during enrollment	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to	Households receiving self sufficiency services prior to	Expected number of households receiving self sufficiency	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.



increase self sufficiency (increase).	implementation of the activity (number).	services after implementation of the activity (number).		
Homeless College Student Households	0	20	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

SS #6: Reducing Per Unit Subsidy Costs for Participating Households				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease)	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 and/or 9 subsidy per household	\$614.84	No Change	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned	Households transitioned to self sufficiency	Expected Households transitioned to	Actual households transitioned to self sufficiency (<<PHA definition of self-	Whether the outcome meets or exceeds the benchmark.



to self sufficiency (increase).	(<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero..	self sufficiency (<<PHA definition of self-sufficiency>>) after to implementation of the activity (number).	sufficiency>>) after implementation of the activity (number).	
Agency-wide Definition: PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months.	0	0 in Year 1	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report
Student is able to secure housing without the housing voucher	0	0 in Year 1	Forthcoming in FY2021 Report	Forthcoming in FY2021 Report

iii. **Actual Non-Significant Changes:** None

iv. **Actual Changes to Metrics/Data Collection:** None

v. **Actual Significant Changes:** None

vi. **Challenges in Achieving Benchmarks and Possible Strategies:** None



## FY2020-3: Family Self Sufficiency (FSS) Program Streamlining

**MTW Statutory Objective(s):** Reduce cost and increase cost effectiveness

### i. Plan Year Approved, Implemented, Amended

This activity was proposed in the FY2020 MTW Plan and approved in August 2019. Implementation began in FY2020.

### ii. Description/Impact/Update/Rent Reform Hardships

This activity is designed to create operational efficiencies in order to maximize engagement in the FSS program. The Agency has modified the FSS contract to be in alignment with housing program policy in the Housing Choice Voucher Administrative Plan and Public Housing Program Admissions and Occupancy Policy. Currently in the Agency's HCV program, a participant's TTP is calculated per the approved MTW activity, FY2014-6 Rent Simplification. This FSS-related waiver allows the Agency's FSS contracting process to be consistent with current and future PH and HCV alternative rent policies.

### Plan Year Update

Effective March 16, 2020, the Agency implemented its [Workplace Transition Plan](#), Transition Level 1, Emergency Operations. On June 22, 2020 the Agency transitioned to Level 2, Modified Operations. While these changes have impacted general operations, there has not been a significant impact to this activity.

While SAHA continues to receive referrals from partner agencies, there have been challenges related to executing documents while operating in a new digital environment. This activity is on track. The tables below compare the baselines and benchmarks for each metric. As indicated in the table, the Agency has met the fiscal benchmark.

HUD Standard Metrics

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Fss staff time multiplied by average salary + benefits	CE#2 multiplied by average wage + benefits \$1,159.41	CE#2 multiplied by average wage + benefits \$281.08	CE#2 multiplied by average wage + benefits \$281.08	Benchmark met.



CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to manually complete TTP calculation for FSS contracting multiplied by the total number of FSS enrollments	.33 hours multiplied by executed FSS contracts  .33 X 134 44.22 hours	.08 hours multiplied by executed FSS contracts  .08 X 134 10.72 hours	.08 hours multiplied by executed FSS contracts  .08 X 134 10.72 hours	Benchmark met.

**iii. Actual Non-Significant Changes:** Pursuant to the FY19 FSS NOFA, Beginning 1/1/2020, income and rent amounts to be used in the "Program Contract of Participation" shall be taken from the amounts on the last certification, re-examination or interim determination before the family's initial participation in the FSS program. The Agency has removed the elimination of the 120 day rule as it is no longer needed.

**iv. Actual Changes to Metrics/Data Collection:** Because the Agency has removed the 120 day rule exemption, the metrics have been updated to reflect time savings associated with the modified FSS contract. The per contract time savings is converted into an estimated cost savings using a standard calculation.

**v. Actual Significant Changes:** None

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None





## **A. Activities on Hold**

### **FY2020-2: St. Phillips College Homeless Program (SPC-HP)**

**MTW Statutory Objective(s):** Increase Housing Choices

#### **i. Plan Year Approved, Implemented, Amended**

This Activity was proposed and approved in the FY2020 MTW Plan. It has not been implemented.

#### **ii. Description/Impact/Update/Rent Reform Hardships**

The activity supports the creation of a homeless set-aside program in partnership with a local community college to address the local housing needs of homeless college students.

This proposed activity would allow the Agency to attach the new program to modified project-based units at a new SAHA development. The units at the new development will be limited to homeless college students referred by St. Phillips College (SPC).

The SPC program has the following elements:

- (1) Housing: SAHA will provide rental assistance or housing for up to 30 SPC students and dependents who are homeless or near homeless<sup>1</sup>. The rental assistance would be limited to three years.
- (2) Education: Students must (1) remain enrolled in 12 or more academic credits and otherwise make adequate academic progress toward a degree (SPC will track the adequacy of the student's progress); (2) maintain GPA above 2.5 to maintain housing assistance; (3) complete 64-80 of community services hours per semester; and (4) participate in support services provided by SPC.
- (3) On-Campus Support: SPC will administer the homeless college student program to include managing a program waitlist, providing SAHA the referral, assisting the student through the leasing process, tracking academic progress, and providing supportive services during the students' tenure in the college program.

This proposed activity is designed to meet the requirements of 24 CFR 5.612 and Section 211 of the Department of Housing and Urban Development Appropriations Act, 2019, which establish parameters within which Section 8 assistance can be provided to individuals enrolled as students in institutes of higher education. Per those parameters, SAHA will not provide assistance to any student who meets all of the following criteria:

- is under 24 years of age;
- is not a veteran;
- is unmarried;
- does not have a dependent child;
- is not a person with disabilities, as such term is defined in section 3(b)(3)(E) of the United States Housing Act of 1937 (42 U.S.C. 1437a(b)(3)(E)) and was not receiving assistance under such section 8 as of November 30, 2005;

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<sup>1</sup> Students and their families must meet HUD's definition of homeless (which encompasses the US Department of Education's definition of homeless). In addition, student eligibility rules as outlined in 24 CFR part 5, subpart F would remain applicable.



- is not a youth who left foster care at age 14 or older and is at risk of becoming homeless; and
- is not otherwise individually eligible, or has parents who, individually or jointly, are not eligible, to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f).

For purposes of determining the eligibility of a person to receive assistance under section 8 of the United States Housing Act of 1937 (42 U.S.C. 1437f), any financial assistance (in excess of amounts received for tuition and any other required fees and charges) that an individual receives under the Higher Education Act of 1965 (20 U.S.C. 1001 et seq.), from private sources, or an institution of higher education (as defined under the Higher Education Act of 1965 (20 U.S.C. 1002)), shall be considered income to that individual, except for a person over the age of 23 with dependent children.

If a student is determined to be independent from his/her parents, then the income of the student's parents will not be considered in determining the student's eligibility. One way for a student to be determined to be independent is to meet HUD's definition of independent child, which requires the individual to be verified during the school year in which the application is submitted as either an unaccompanied youth who is a homeless child or youth, or as unaccompanied, at risk of homelessness, and self-supporting by:

- 1) a local educational agency homeless liaison
- 2) the director of a program funded under Subtitle B of Title IV of the McKinney-Vento Homeless Assistance Act or a designee of the director; or
- 3) a financial aid administrator.

Rental leases executed under this program will follow standards as regulated by Section 8(o)(7) of the housing act and 24 CFR 982.308-982.310. While the Agency does not require standard HCV leases, the Agency does ensure leases include language per HUD regulations. The Agency [and its education partner] will work with the landlord to determine if the leases should have a one year or alternative term length to accommodate the school semester time frame. In addition, if SAHA terminates the HAP contract due to program violations the lease will automatically terminate. Upon completion of the program, clients will not be eligible for a traditional Housing Choice voucher. However, SAHA will continue to assess if there is a need for continued assistance and will consider a preference for the HCV wait list.

#### **Hardship Policy:**

- SAHA and its partner may allow for a one month hardship for any student that graduates from the program or times out but still is not ready to give up the housing subsidy. The student will have to demonstrate to SAHA's partner the need by showing that paying rent without the subsidy would be more than 40% of their income. The one month hardship would be on top of the 30 day notice required.

#### **Plan Year Update**

The Agency is currently working with the partner to implement a College Homeless Assistance Program using the framework set out in FY2020-1. This activity may be closed out in the FY2021 report if the partnership proceeds under FY2020-1.



## HUD Standard Metrics

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	Benchmarks
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Performance level prior to implementation	Projected Outcome (long-term target) Annual Benchmarks
Number of homeless college students receiving housing assistance and partner-provided services	0	30

Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System. SAHA records will be reconciled with partner records to verify enrollment.

HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	Benchmarks
Number of households receiving services aimed to increase housing choice (increase).	Performance level prior to implementation	Projected Outcome (long-term target) Annual Benchmarks
Number of homeless college students receiving housing assistance and partner-provided services	0	30

Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System. SAHA records will be reconciled with partner records to verify enrollment.

SS#3: Increase in Positive Outcomes in Employment Status		
Unit of Measurement	Baseline	Benchmarks
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).



Report the following information separately for each category: 1. Employed Full- Time 2. Employed Part- Time 3. Enrolled in an Educational Program 4. Enrolled in Job Training Program 5. Unemployed 6. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of work-able households in <<category name>> after implementation of the activity (number).
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).
1. Employed Full- Time 2. Employed Part- Time 3. Enrolled in an Educational Program 4. Enrolled in Job Training Program 5. Unemployed 6. Other	To be determined for each student during enrollment	To be determined for each student during enrollment

Data Source: This will be tracked through partner data collection.

SS #5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmarks
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).
Homeless College Student Households	0	30

Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System.

SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	Baseline	Benchmarks
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease)	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).
Average amount of	\$614.84	No Change



Section 8 and/or 9 subsidy per household		
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Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System.

SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmarks
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero..	Expected Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after to implementation of the activity (number).
Agency-wide Definition: PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months.	0	0 in Year 1
Students are able to secure housing without the housing voucher	0	0 in Year 1

Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System.

**iii. Actual Non-Significant Changes:** None

**iv. Actual Changes to Metrics/Data Collection:** None

**v. Actual Significant Changes:** None

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None



## **FY2020-4: Time-Limited Workforce Housing Pilot Program (PBV)**

**MTW Statutory Objective(s):** Promote Self-Sufficiency

### **i. Plan Year Approved, Implemented, Amended**

The Activity was approved in the FY2020 MTW Plan. It has not been implemented.

### **ii. Description/Impact/Update/Rent Reform Hardships**

This pilot is supported by the Agency's current modified PBV activity (FY2015-3) through a commitment of fifty (50) project-based vouchers at St. John's Square.

The pilot project (max 50 households) for working residents provides time-limited housing assistance at selected sites where MTW modified PBVs have been committed. Working households at 50% of the area median income and who do not exceed 80% of the area median income, who choose to apply would receive five (5) years of housing assistance, with a two year extension if needed based on hardship.

SAHA will partner with SA Works to help provide a pipeline of both employers in the area and individuals to fill the units. SAHA would work directly with SA Works and the participating employers to not only ensure the units are filled, but also to create a career path for program participants. A separate waitlist would be created for those individuals who qualify for the program.

SAHA will work with the following partners to implement this initiative: local workforce partners (Project Quest, Goodwill Industries, Workforce Solutions Alamo), local employers (such as hospitals, restaurants, hotels), and a local developer. The partners will execute an MOU that outlines the roles and responsibilities for each party.

SAHA will also hire a Resident Services Coordinator to work with and mentor program participants to improve retention and success rates for the program. This position will be funded through the operations of the development at a cost of \$60,000 a year to include benefits.

Hardship policies: SAHA can extend the term of the assistance up to two (2) years if the family provides a written request for an extension and SAHA finds that good cause exists for the extension.

### **Program Qualifications:**

Participants would be responsible to pay their portion of rent as calculated FY2014-6: HCV Rent Reform and would be required to meet with the SAHA Resident Services Coordinator, to assist with career opportunities and advancement. Participants would also be required to be employed by one of the employers participating with SAHA's partner for this program, SA Works. The program would also require participants to commit to career paths provided by their employers in their respective fields in order to further increase their salaries.

Potential clients will be referred to by either the partner employers or workforce partners to the Resident Services Coordinator who will then determine eligibility. The Resident Services Coordinator will work with property management to ensure annual eligibility and to determine any hardship cases. Property management will also be responsible for compliance adherence and reporting.



All potential residents must attend SAHA's Early Engagement Program or demonstrate that they have attended the following SAHA approved classes: Financial Literacy, Housekeeping or How to be a good tenant, Conflict Resolution, and Tenant's Rights and Obligations. Potential resident must demonstrate that they have been employed a minimum of 90 days with the existing employer.

Partner employers must demonstrate that the potential resident is on a career path, such as their management programs, to detail how the resident will advance and achieve self-sufficiency within the five (5) year limit of housing assistance. SAHA, the respective workforce partners, the employer, and the resident will execute a contract that details the resident goals that could include the following:

1. **Financial/Asset Building:** Opening and maintaining Checking and Savings Accounts; Household has saved at least 3 months of monthly expenses, Improving Credit Scores to qualify for market rate housing and/or homeownership; secure reliable transportation
2. **Employment/Retention/Advancement:** Maintains employment with the existing employer through the duration of the contract or with another employer within the existing industry; advances within the set career path plan set forth by employer
3. **Income:** Increase income throughout the contract period and achieve 80% AMI at or before the end of the 5 year limit
4. **Education/Training:** Secure High School Diploma or GED; secure post secondary degree(s); complete industry recognized certifications; if needed, complete English As a Second Language Program

All participating residents must maintain good standing and meet with the Resident Services Coordinator on a monthly basis to report the progress of the goals.

Participants will follow all other voucher policies including MTW rent calculations (see FY2014-6: HCV Rent Reform), MTW mandatory orientation (see FY2014-2: Early Engagement), and MTW alternative examinations (see FY2019-2: Alternate Recertification Process (PH and HCV)).

## Plan Year Update

The Agency anticipates to begin implementation in FY2023/24. St. John's Square has been identified as the property. This new development is currently in the pre-development phase and has experienced some delays in financing. Once the development closes, the Agency will begin implementation of the pilot to include hiring the Resident Services Coordinator, executing agreements with the partners, and further program development.

SS #1: Increase in Household Income		
Unit of Measurement	Baseline	Benchmarks
Average earned income of households affected by this policy in dollars (increase).	Average earned income of households affected by this policy prior to implementation of the activity (in dollars).	Expected average earned income of households affected by this policy prior to implementation of the activity (in dollars).



Average earned income of households	TBD at enrollment	TBD at enrollment
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Data Source: This will be tracked in the Agency's Case Management Information System

SS#3: Increase in Positive Outcomes in Employment Status		
Unit of Measurement	Baseline	Benchmarks
Average amount of savings/escrow of households affected by this policy in dollars (increase).	Average savings/escrow amount of households affected by this policy prior to implementation of the activity (in dollars). This number may be zero.	Expected average savings/escrow amount of households affected by this policy after implementation of the activity (in dollars).
Report the following information separately for each category: 1. Employed Full- Time 2. Employed Part- Time 3. Enrolled in an Educational Program 4. Enrolled in Job Training Program 5. Unemployed 6. Other	Head(s) of households in <<category name>> prior to implementation of the activity (number). This number may be zero.	Expected head(s) of work-able households in <<category name>> after implementation of the activity (number).
	Percentage of total work-able households in <<category name>> prior to implementation of activity (percent). This number may be zero.	Expected percentage of total work-able households in <<category name>> after implementation of the activity (percent).
1. Employed Full- Time 2. Employed Part- Time 3. Enrolled in an Educational Program 4. Enrolled in Job Training Program 5. Unemployed 6. Other	TBD at enrollment	TBD at enrollment

Data Source: This will be tracked in the Agency's Case Management Information System

SS #5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	Benchmarks
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).
Households served by program	0	50

Data Source: This will be tracked in the Agency's Case Management Information System





SS #6: Reducing Per Unit Subsidy Costs for Participating Households		
Unit of Measurement	Baseline	Benchmarks
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease)	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).
Average amount of Section 8 and/or 9 subsidy per household	\$614.84	0 by year 5

Data Source: This will be tracked through data collection on the MTW-50058 in the Agency's Housing Information System.

SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	Benchmarks
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero..	Expected Households transitioned to self sufficiency (<<PHA definition of self- sufficiency>>) after to implementation of the activity (number).
Agency-wide Definition: PH household who is paying a flat rent for at least 6 months or a HCV household utilizing a zero HAP voucher for at least 6 months.	0	0 in Year 1
Households who are able to successfully transition out of assisted housing in five years or less	0	0 in Year 1

Data Source: This will be tracked in the Agency's Case Management Information System

**iii. Actual Non-Significant Changes:** None

**iv. Actual Changes to Metrics/Data Collection:** None

**v. Actual Significant Changes:** None

**vi. Challenges in Achieving Benchmarks and Possible Strategies:** None



## **B. Closed Out Activities**

### **Closed out in Prior Years**

#### **FY2011-1- Block grant funding with Full Flexibility**

Closed out as an activity at the close of FY2013, and reported in the new Form 50900 Attachment B Section V. Sources and Uses.

#### **FY2011-1a- Promote Education through Partnerships**

Closed out as an activity at the close of FY2013, and reported in the new Form 50900 Attachment B Section V. Sources and Uses.

#### **FY2011-1b- Pilot Child Care Program**

Closed out in FY2013 Report.

#### **FY2011-1c- Holistic Case Management**

Closed out as an activity at the close of FY2013, and reported in the new Form 50900 Attachment B Section V. Sources and Uses.

#### **FY2011-1d- Resident Ambassador Program**

Closed out as an activity at the close of FY2013, and reported in the new Form 50900 Attachment B Section V. Sources and Uses.

#### **FY2011-2- Simplify and streamline HUD approval process for the development, redevelopment, and acquisition of PH**

Closed out in FY2013 Report.

#### **FY2011-3- Biennial reexamination for elderly/disabled (PH)**

Closed out in FY2013 and replaced with FY2014-4.

#### **FY2011-4- Streamline methods of verification for PH and HCV**

Closed out in FY2013 and replaced with FY2014-1.

#### **FY2011-5- Requirements for acceptable documents for PH and HCV**

Closed out in FY2013 and replaced with FY2014-1.

#### **FY2012-10- Biennial Reexamination for Elderly/Disabled Participants on Fixed Income (HCV)**

Closed out in FY2013 and replaced with FY2014-4.



**FY2012-11- Local Project Based Voucher Program for Former Public Housing Residents**

Closed out in FY2013 before implementation due to discussions with HUD regarding the Rental Assistance Demonstration Program.

**FY2011-6 – Commitment of Project-Based Vouchers (PBV) to SAHA-owned or controlled units with expiring subsidies (HCV)**

Closed out in FY2014 and replaced with FY2015-3 Modified Project-Based Vouchers.

**FY2011-7 – Remove limitation of commitment on PBV so that PBV may be committed to more than 25% of the units in family developments without required provision of supportive services (HCV)**

Closed out in FY2014 as the Agency is no longer be seeking authorization to commit more than 25% of units at any one development to PBV without the provision of supportive services. The Agency offers supportive services pursuant to Low Income Housing Tax Credit (LIHTC) requirements for existing new development projects.

**FY2011-8 – Revise Mobility Rules**

Closed out in FY2014 and replaced with FY2015-3 Modified Project-Based Vouchers.

**FY2013-2 – Simplified Earned Income Disregard (S-EID) - Only HCV Closing Out**

Closed out in FY2014 as the activity was never implemented and the housing program has shifted resources to the successful implementation of the Rent Simplification (FY2014-6) and the MDRC/HUD Rent Reform Activity (FY2015-1).

**FY2014-1 – Streamline Reexamination Requirements and Methods (HCV)**

Closed out in FY2015 due to PIH Notice 2010 - 19 (HA) which gives housing authorities authorization without the need for an MTW waiver.

**FY2013-1 – Time-limited Working Household Preference Pilot Program**

Closed out in F2016 and replaced with FY2017-1 to incorporates lessons learned from this pilot

**FY2013-3 – Standardize Section 8 and Public Housing Inspection Process**

Closed out in FY2016. This activity was designed to unify Section 8 and Public Housing inspection standards. This activity was on hold, pending results of HUD tests at other PHAs. HUD has completed the study and is now conducting a demonstration. SAHA has no plans to participate in the demonstration and will implement new inspection standards for Section 8 in accordance with any new guidelines set forth by HUD.

**FY2014-4 – Biennial Reexaminations (HCV and PH)****FY2014-5 – Triennial Reexaminations (HCV)**

## **FY2016-2 – Biennial and Triennial Notification of Rent Type Option**

Both the Biennial and Triennial activities were approved in FY2014 and implemented in January 2014. FY2016-2 was approved and implemented in FY2016. All three activities were closed out IN FY2018 and replaced with the approved FY2019-1 Alternative Recertification Process. FY2019-2 has three main components that are designed to streamline and simplify the recertification process: (1) alternate schedule, (2) alternate public housing review procedures, and (3) alternate income verification methods. It consolidates and updates three previously approved activities related to the first two elements (FY2014-4 Biennial Reexaminations, FY2014-5 Triennial Reexaminations, and FY2016-2 Biennial and Triennial Notification of Rent Type Option) and adds a new waiver for the third element. In addition, reporting cost savings on each of these activities is confusing and redundant. The new activity will track the cost savings of the streamlined recertification process across both programs and all households.



## V. Sources and Uses of Funds

### A. Sources and Uses of MTW Funds

#### i. Actual Sources of MTW Funds in the Plan Year

*The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.*

As a block grant agency, SAHA combines PH, HCV, and Capital Fund Program (CFP) funds into a single fund with full funding flexibility.

Sources of MTW Funds include the following:

- HCV Block Grant funding from HUD
- PH Operating Subsidy from HUD
- PH Rental and Other Income represents amounts collected from residents of our PH communities for rents and other miscellaneous charges
- PH CFP (including DDTF) Grants from HUD

#### ii. Actual Uses of MTW Funds in the Plan Year

*The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.*

Other than traditional uses for the MTW programs, consistent with the MTW plan, funds were obligated and expended to provide funding for the following:

- Choice Implementation matching funds for Wheatley Courts Transformation - \$511 thousand
- Capital Planning - \$380 thousand
- Preservation and Expansion of Affordable and Public Housing:
  - Tampico Development - \$710 thousand
  - Alazan Lofts Development - \$52 thousand
- Program administration and implementation of MTW initiatives: \$1.3 million

#### iii. Describe Actual Use of MTW Single Fund Flexibility

*The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).*



## ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

The Agency uses moving to work funds to support the Community Development Initiatives Department for MTW program administration and implementation. These funds allow the Agency to provide higher quality supportive services to residents than would otherwise be permitted by grant funding alone. In addition, the Agency is able to more effectively engage with partners and leverage resources for the benefit of the residents.

Below are specific program uses of the moving to work funds that are not covered by other authorizations reported in other sections of this report.

**Education Partnerships:** SAHA's education-related programming is significant and diverse, and includes:

- REACH Awards: recognize and reward students annually for academic achievement.
- College Scholarship Program: funds scholarships for students annually to provide much needed support to ensure higher educational achievement.
- Education Summit: provides residents with access to education and college resources, financial literacy, and other self-help resources.

**Resident Ambassador Empower Program:** The Resident Ambassador Program provides meaningful work experience for residents. SAHA has found that this program is an effective strategy to engage all residents in educational, training, workforce development, and other self-sufficiency programs.

**Summer Youth Program:** This program provides students with work experience and capacity development such as resume writing, banking/financial literacy, interview skills, conflict resolution and other life and workforce development soft skills.

**Health and Wellness:** SAHA sponsors a variety of events to promote health and wellness, including:

- Golden Gala: much-loved annual event that serves elderly and disabled residents.
- H2A (Healthy Habits Active) Living Awards: highlight resident involvement and engagement in civic engagement, health, and other quality of life activities.
- Annual Father's Day initiative: engages families in positive family activities and recognize fathers' contributions through "El Hombre Noble" awards

### Summary of CDI Accomplishments from July 1, 2019 to June 30, 2020

Objective	Target	Accomplishment	Status
1 Improve quality of life of residents	Host 375 events/activities with 4,500 participants.	CDI hosted and assisted 944 events events with 10,707 resident participants	Exceeded target
	Maintain 30 resident councils	Maintained 25 active resident councils	Below target
2 Provide access to resources and non-SAHA programs	2,750 household served; \$325,000.00 assistance value annually	525 food distribution events with 37,390 total units served with an in-kind value of \$1,312,032.80	Exceeded target
	750 referrals made quarterly through Resident Opportunities & Self-Sufficiency	5,928 ROSS, FSS, and JP referrals for service made, averaging 1,484 referrals per quarter	Exceeded target



	(ROSS), Family Self-Sufficiency (FSS), and Jobs Plus (JP) programs		
3 Improve resident capacity	1,500 FSS and JP participants enrolled annually	1,444 current FSS and JP East participants	Below target due to JP West grant ending
	1 resident council training offered quarterly	2 resident council trainings offered this fiscal year	Below target due to COVID-19
	3 Early Engagement Program sessions with 500 total Public Housing (PH) and Housing Choice Voucher (HCV) participants each quarter	7 total Early Engagement Program sessions with 641 PH and 480 HCV participants (1132 total)	Below Target Due to COVID-19
	50 new PH and HCV participants to receive Computer Training, Device and Connectivity quarterly	374 ConnectHome training classes were held and 241 devices were awarded, averaging 93.5 classes and 60.25 devices/quarter	Exceeded Target
	741 (35%) Eldery/Disabled Services (EDS) surveys completed	827 (39.06%) EDS surveys completed	Exceeded Target
4 Facilitate residents achieving self-sufficiency	-	368 ROSS, FSS, and JP residents enrolled in training or education	Ongoing
	-	48 ROSS, FSS, and JP residents obtained a certification and 26 earned their high school diploma or GED	Ongoing
	-	2,163 ROSS, FSS, and JP needs-assessments completed and 300 ROSS/JP/FSS service plans created.	Ongoing
	-	Presente! assisted 62 children and their families in enrolling for the upcoming	Ongoing



		school year; Enrolled 35 children in Presentel; Connected children and their families to books and food assistance during COVID-19.	
	-	17 students attended the EIF Scholarship Recipient luncheon; 66 REACH awards given and 28 EIF scholarships awarded to SAHA students	Ongoing
5 Improve agency performance	-	\$15,500 raised for the postponed Sounds of Spring concert	-
	-	\$14,300 raised from 6 companies at the Golden Gala	-
6 COVID-19 Response	-	Received donations of 2,855 tote bags for food distribution packaging, 936 produce bags, emergency boxes, plastic bags, and mobile food distribution boxes valued at \$27,641.64 from 7 partners; received donation of 1,500 children's cloth face masks from Boeing.	Ongoing
	-	5,347 wellness check calls made and 1,805 wellness check responses recorded by all housing programs staff, including CDI staff. 576 wellness check follow-ups completed.	-

#### CDI Hosted and Assisted Events from July 1, 2019 to June 30, 2020

Between July 1, 2019 and June 30, 2020, the CDI department hosted 676 events/activities and assisted 268 partner-hosted events, for a total of 944 events with 10,707 resident participants.

Event Type	PH/HCV Family Events	Elderly/Disabled Events	Total Events
Education	23	65	<b>88</b>
Nutrition	2	28	<b>30</b>





Arts	1	6	7
Employment	2	7	9
Recruitment	2	-	2
Training	9	-	9
Parenting	2	-	2
Leadership	1	-	1
Community Building	5	189	194
Financial Literacy	6	3	9
Youth Services	111	-	111
Other/Admin	4	206	210
Health	-	272	272
<b>Total</b>	<b>168</b>	<b>776</b>	<b>944</b>

#### Food Distributions from July 1, 2019 to June 30, 2020

Program Served	Distribution	# Events	# Units Served	In-Kind Amount
Eldery/Disabled Services (EDS)	HOPE Commodities	180	6,636	\$576,919.35
	Commodity Supp. Food Program (CSFP)	171	6,626	\$203,318.64
	Retail Bread Pantry	96	2,829	\$21,469.80
	Meals on Wheels (COVID-19 response)	12	260	\$1,820.00
	COSA Nutrition Program	48	18,691	\$137,771.12
	SAFB Emergency Boxes	4	118	\$1,770.00
	Other distributions	6	936	\$4,212.00
<b>EDS Only Total</b>		<b>517</b>	<b>36,096*</b>	<b>\$947,280.91</b>
EDS & Family	Thanksgiving Boxes	1	180	\$12,600.00
	PH/HCV Distributions	4	711	327,696.00
	Mobile Distribution (COVID-19 response)	3	403	\$24,455.89
<b>EDS &amp; Family Total</b>		<b>8</b>	<b>1,294</b>	<b>\$364,751.89</b>
<b>Total</b>		<b>525</b>	<b>37,390*</b>	<b>\$1,312,032.80</b>

\*# Units Served does not represent the number of unique households served as units were served to many of the same households during separate food distribution events.



## B. Local Asset Management Plan

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

NA

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

NA

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

NA

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

Not Applicable



## **VI. Administrative**

### **A. Reviews, Audits and Inspections**

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

SAHA had a total of 98 EHS (Exigent Health and Safety) issues that required action. The majority of EHS issues were related to missing or non-functioning smoke detectors. All were abated by the Agency within 24 hours.

### **B. Evaluation Results**

*Results of latest PHA-directed evaluations of the demonstration.*

SAHA is not currently engaged in any agency-wide evaluations of its MTW program.

FY2015-1: MDRC / HUD Rent Study is ongoing and SAHA continues to work closely with MDRC. The Agency is currently working with MDRC to execute an amendment to the current memorandum of understanding to allow MDRC to collect data on the study participants through the end of the 6-year follow-up period. The Agency intends to continue participation through FY2021-2022.

### **C. MTW Statutory Requirement Certification**

*Certification that the PHA has met the three statutory requirements in the Plan Year of: (1) ensuring that at least 75% of households assisted by the MTW PHA are very low-income, (2) continuing to assist substantially the same total number of households as would have been assisted had the MTW PHA not participated in the MTW demonstration, and (3) maintaining a comparable mix of households (by family size) served as would have been served had the MTW PHA not participated in the MTW demonstration.*

See the following page.

### **D. MTW Energy Performance Contract (EPC) Flexibility Data**

Not Applicable



## Certification of MTW Statutory Compliance

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

**1) Assuring that at least 75 percent of the families assisted by the Agency are very low-income families:** At fiscal year-end, 17,513 households out of a total of 17,967 (97%) households were very low-income (<50% AMI).

	Total Households	Number below 50% AMI	% Below 50% AMI
PH at FYE	5,530	5,432	98%
Vouchers at FYE	12,370	12,034	97%
LNT at admissions	67	47	70%
<b>Total</b>	<b>17,967</b>	<b>17,513</b>	<b>97%</b>

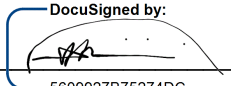
**2) Continuing to assist substantially the same total number of eligible low- income families as would have been served had the amounts not been combined:** The Agency's FY2020 MTW families served (annual average) is 18,371 out of 17,916 MTW adjusted baseline denominator (103%).

	MTW Baseline	FY2020 Average	MTW Baseline Compliance Calculation
PH	5,676	5,794	102%
Vouchers	12,240	12,393	101%
Other (Local, Non-Traditional)	---	183	NA
<b>Total</b>	<b>17,916</b>	<b>18,371</b>	<b>103%</b>

**3) Maintaining a comparable mix of families (by family size) served, as would have been provided had the amounts not been used under the demonstration:** The Agency continues to serve a comparable mix of households by household size.

### Mix of Family Sizes Served

	MTW Baseline	FY2020 Percentage (FYE)	Percentage Change
1-person	36%	39%	3%
2-person	16%	18%	2%
3-person	18%	16%	-2%
4-person	15%	13%	-2%
5-person	9%	8%	-1%
6-person+	7%	6%	-1%

DocuSigned by:  
  
 David Nisvoccia  
 President and CEO

9/29/2020

Date

